

# **FRANCES BAARD DISTRICT MUNICIPALITY**



## **ANNUAL BUDGET**

**2018 / 2019**

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# ***MAYORAL BUDGET SPEECH***



## **BUDGET SPEECH 2018 / 2019**

### **FRANCES BAARD DISTRICT MUNICIPALITY**

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**Honourable Speaker,**  
**Honourable Mayors and Speakers of our local municipalities,**  
**Honourable Councillors,**  
**Municipal Managers,**  
**Partners in Local Government,**  
**Members of the media,**  
**Distinguished guests,**  
**Ladies and gentlemen,**

Good morning

Goeie more

Dumelang

Molweni

Madam Speaker,

I am honoured to present to the Frances Baard District the 2th medium-term revenue and expenditure framework (MTREF) budget of the current Council.

I would firstly like to take the opportunity to welcome all our esteemed guests and stakeholders to this important occasion.

Ladies and gentleman, this year we celebrate the life our nation's founding father Nelson Mandela under the theme: "Be the legacy". The centenary celebration is a major milestone in the story of Madiba and our nation's journey into freedom. It is therefore fitting that we throw our weight behind this programme and pronounce our commitment to join our efforts to realise Madiba's legacy where values of Ubuntu, peace, justice and selfless service are a lived reality as we journey towards a peaceful, stable and prosperous South Africa and Africa.

Madam Speaker, after careful consideration of inputs received and consultative engagements, the municipality is compelled to have cost containment measures in place to mitigate the emerging risk of depleting the accumulated reserves. The measures put in place are in line with the MFMA Circular 82: Cost Containment Measures and draft regulations issued on 16 February 2018. A decision was therefore taken to cut on the following operating expenditures to enable the municipality to invest in capital expenditures in the district as well as at our local municipalities:

- Advertisements;
- Bursaries and trainings;
- Catering for commemorative days;
- Entertainment;
- Resettlement cost;

- Travel and accommodation; and
- Outsource Services.

The GDP growth rate is forecasted to increase by 1.8 per cent in 2019 and to improve moderately over the medium term with to 2.1 per cent and in 2019 and 2020 respectively. This forecast is supported by marginally higher global growth, stabilising commodity prices, greater reliability of the electricity network, more favourable weather conditions, recovering business and consumer confidence, and improved labour relations.

In his 2018 national budget speech, the former Minister of Finance, Mr. Malusi Gigaba, drew attention to the growth outlook over the medium term, which is higher than projected in last year's medium-term budget policy statement. He was optimistic that the government can and will do its work effectively to ensure it aligns its objectives with the those of the national development plan (NDP) and fulfilling their constitutional obligations.

The NDP responsibilities in translating this renewed energy into tangible and sustainable economic benefits for all our people includes:

- Creating the right environment for investment;
- Partnering with the social partners to create sustainable employment;
- Dealing decisively with governance and financial failures at state owned companies; and
- Addressing the concentrated and inequitable structure of the economy. #

In terms of local government, Minister Gigaba went on to state that municipalities continue to face significant financial management and governance challenges. He said that too many municipalities do not charge tariffs that reflect the full cost of the services they deliver, in particular for water services, thus many municipalities do not collect the funds that are owed to them, and do not adopt credible budgets.

Madam Speaker, we all know that in our district we have one local municipalities that are struggling with financial management and governance challenges. It therefore becomes imperative that we give these municipalities as much support as possible through the programmes identified through their needs analysis. Especially in areas such as Integrated Development Planning and financial management, we must assist municipalities such as Dikgatlong and Magareng local municipalities, where we know there are financial and technical capacity constraints.

As a district municipality we continue to provide support to our local municipalities with capacity constraints in the preparation of annual financial statements and to develop audit improvement plans. We have technicians that work within the Dikgatlong, Magareng and Phokwane local municipalities daily. In fact, it is their job to look after these municipalities and to provide technical expertise in all infrastructure related activities of these municipalities.

Madam Speaker, in terms of basic services, it is estimated that about 5,493 households in the district have no access to water and about 16,317 households lack access to proper sanitation. This is mainly due to the high cost to eradicate backlogs and increasing annually. Municipalities in the district are also dependent mainly on grant funding for infrastructure provision. The recent draught that we are experiencing country-wide also puts constraints on water conservation and demand becomes a very import consideration. Water losses and non-revenue water are still very high in the local municipalities. Although we provide assistance with operation and maintenance (O&M) funding, management of the O&M still needs to improve. The district municipality managed to assist the local municipalities to maintain water and waste water infrastructure, electrical infrastructure and streets and storm water infrastructure and the maintenance of gravel roads, in the previous financial year, and will continue to do so going forward. Budget constraints remains a factor and the only infrastructure allocations to the four local municipalities will concentrate mainly on operation and maintenance.

The availability of energy also remains a serious resource challenge, even though in the last ten years community's access to electricity has significantly improved.

Financing for the replacement of infrastructure is normally funded through government programmes which require counter funding and the smaller local municipalities struggle to provide this counter funding. It is therefore foreseen that a large part of this counter funding will have to be provided by the district municipality.

Madam Speaker, three years ago the district municipality received the Rural Roads Asset Management System (RRAMS) Grant which was initiated by the Department of Transport as part of the S'Hambe Sonke Programme, to assist municipalities to establish a municipal road asset management system. The municipality appointed a service provider, for a period of 3 years, to manage the process of establishing the system. The contract with the current service provider will come to an end during 2017/18. One of the goals is to create capacity within the FBDM to continue with the RRAMS after the lifespan of the grant. Through this programme, the extent and condition of all municipal streets are determined and reported to be used for planning for upgrading, refurbishment and maintenance of roads.

Madam Speaker, the district economy is still very much primary based and skewed towards the Sol Plaatje Local Municipality's economy. Sol Plaatje Municipality alone is responsible for over 80% (rand value) of the value addition in the district while the secondary sector contributes well under 7%. In terms of local economic development, we have several initiatives running which include:

- Establishment of a manufacturing hub/cluster;
- Establishment of incubation hubs in all local municipalities;
- Establishment of an agri-park;
- Transformation and expansion of the Sol Plaatje fresh produce market;
- Youth Skills development;
- Support and development of SMMEs;
- Product development and marketing of locally produced products;



- Entrepreneurship promotion and development;
- Promotion and support of township economies;
- Informal economy support program

Madam Speaker, this budget has been a product of very careful planning and forward thinking to ensure that we do not lose sight of the identified five-year Integrated Development Plan (IDP) priorities. The Municipal Systems Act requires us to ensure financially and economically viable municipalities and essentially this is guided by the IDP, which is our principal strategic planning instrument.

Madam Speaker, I mentioned it last year and I feel it should be repeated this year. The financial position of the municipality has declined over the years as accumulated reserves were utilized to supplement the deficit and the situation is threatening the existence of the municipality in the near future. We must therefore remain vigilant and never lose sight of this fact when approving the MTREF budget for 2018/19.

The National Health Act of 2003 defines that municipal health services can only be rendered by district municipalities and metropolitan municipalities. The Frances Baard District Municipality currently does not have the capacity to render the services to the entire district, due to budget and personnel constraints. We are rendering the service to Dikgatlong and Magareng Municipalities only, whilst the Sol Plaatje and Phokwane Municipalities have been rendering these services in their respective areas.

In 2016 the district municipality was authorised by the National Minister of Health to enforce the foodstuffs, cosmetics and disinfectants act. Sol Plaatje Municipality will be able to enforce the act in its area of jurisdiction as soon as the service level agreement with them have been signed. A memorandum of understanding was signed with Phokwane Municipality to continue with rendering the services until the end of June 2018, where after the district municipality will start rendering the services in that area.

Madam Speaker,

The district planning tribunal, established in 2016 to assess land development and land use applications, have been hard at work. The tribunal consists of the district municipality, Dikgatlong, Magareng and Phokwane local municipalities. To date the tribunal have assessed 19 applications, approved 10 and 9 were either not approved or put in abeyance. The applications ranged from rezoning and subdivision to township establishments. In the Dikgatlong municipal area the assessed and approved the proposed closure of streets and registration of erven in Klein Boetsap.

The establishment of a firefighting function in the district remains encumbered by challenges such as the lack of human capital to execute the function and funding for the establishment of firefighting facilities. The establishment of the District Disaster Management Centre remains a challenge, even though the planning stages for the establishment of the Disaster Centre has been concluded. The district still only has fire services in the Sol Plaatje local municipality. Extensive research has been done to investigate the possibility of establishing a fire station in the district, cost estimates for the establishment of the district disaster management centre were completed, and a medium pumper fire engine has been procured.

Madam Speaker, we are continuing to promote the development of tourism in the local municipalities by enhancing tourism products. We remain focussed on establishing the district as a vibrant and sought-after destination brand by increasing the market share, thereby increasing visitor numbers and spending. This however, can only happen through strategic partnerships and participation of all FBDM tourism role players and collaboration between provincial, district and local tourism stakeholders.

The human settlements sector plans and chapters of the IDP have been reviewed and the district municipality will continue to support the three local municipalities in the development of human settlements going forward.

Madam Speaker, as of 01 July 2017 the municipality implemented the Municipal Standard Chart of Accounts (mSCOA) regulations effectively and has been transacting live on the financial system. There has not been any challenges encountered and manage to report accurately to National Treasury on monthly basis.

The major revenue streams that supported the programmes and activities of the district municipality remains government grants and subsidies, interest earned on external investments and actuarial gains.

Madam Speaker, I would now like to take you through a more detailed presentation of how we propose to invest the funds that have been entrusted to us. The total budget for the 2018/19 financial year is R 127.619m. The operational budget is R 128.517m and the capital budget is R 8.050m, the deficit for 2018/19 is R 8.948m after capital.

Madam Speaker, please allow me to give a breakdown of the infrastructure budget as this will be used to improve the quality of life in the local municipalities. A seventy percent cut was made to the 2018/19 budget as compared to the 2017/18 financial year.due to the financial constrains experienced by the municipality as a result in the decrease in cash backed reserves. For the 2018/19 financial year, the following allocations were made in terms of Operation and Maintenance:

**Sol Plaatje Municipality will receive:**

- Allocation of R1,75m

**Dikgatlong Municipality will receive:**

- Allocation of R1.75m

**Magareng Municipality will receive:**

- Allocation of R 1.75m

**Phokwane Municipality will receive:**

- Allocation of R1.75m

For improvement in the local economic development and tourism an amount of R3m and R2.6m has been allocated respectively. The two departments also had a major cut on their budget due to the municipality's financial position.

Madam Speaker, as said before, grants and subsidies remain to be our biggest source of income and we are at R116.2m for 2018/19 which is 90% of the total revenue. This dependency on grants and subsidies influences our total operating expenditure.

The major grant funding that the district municipality is receiving from national government are as follows:

- Equitable Share: R 116.2m
- Finance Management Grant: R 1m
- Rural Asset Management Grant: R 2.521m
- EPWP: R 1.1m
- Provincial Grant – NEAR Control: R 368,000
- Skills Grant: R 100,000

Madam Speaker

As you can see through this budget, we continue to be a district municipality which focuses most of its resources towards the support of our local municipalities. We will continue to do so to ensure that we improve the lives and living conditions of the communities that we were elected to serve.

As the 2018 national budget alluded, we should not turn a blind eye to the fact that enormous economic and fiscal challenges still face our country. Economic growth is far too low to reduce alarmingly high unemployment and inequality. It will require us to be more disciplined and resilient in how we spend our budget. I want to concur with the sentiments of the Minister of Finance when he said that we will continue to improve planning for major infrastructure projects to ensure value for money.

As Tata Madiba said, “Money won’t create success, the freedom to make it will.”

Madam Speaker, I want to place on record my sincere appreciation to members of the mayoral committee and all the councillors involved in the public participation processes. I would further like to show my gratitude to the municipal manager and her staff, who has worked tirelessly to ensure that all legislative requirements are met and for the long hours worked to facilitate in putting together this budget.

**Madam Speaker, lastly, I want to thank all stakeholders and members of the public who gave input to this process. I believe that this was a team effort and by sharing credit and thanking all involved, I know we have your dedication and support always.**

**I thank you**

***BUDGET RELATED  
RESOLUTIONS***

**ITEM: COUN 02 05/2018**

**DEPARTMENT OF FINANCE: *ANNUAL BUDGET FOR THE 2018/19 FINANCIAL YEAR***

**(6/1/1/1 – 2018/19) (OM) (COUNCIL MEETING: 29 MAY 2018)**

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**The Assistant Director: Finance reports as follows:**

The purpose of this report is to submit the annual budget for the 2018/19 financial year for approval by Council as prescribed in the Municipal Finance Management Act (MFMA) and in terms of guidelines received from National Treasury circulars.

Section 24 of the MFMA provides that the municipal council must at least 30 days before the start of the budget year consider approval of the annual budget.

The Integrated Development Plan (IDP) engagements which provide basis for the budget were held on the 22 November 2017. Furthermore, the budget steering committee held a working session with managers on 27 & 28 February and 01 March 2018 to discuss inputs submitted for the compilation of the draft budget.

Subsequent to the tabling of the draft annual budget and IDP to Council on 28 March 2018, the municipality had the following consultative processes in line with the requirements of section 23 of the MFMA:

- |                                                  |               |
|--------------------------------------------------|---------------|
| • Advertisement in local newspaper               | 13 April 2018 |
| • Consultative meeting with Council              | 18 April 2018 |
| • National Treasury and other sector departments | 20 April 2018 |
| • Consultative meeting with stakeholders         | 03 May 2018   |

The 2018/19 budget is prepared under very difficult circumstance due to the decline in the accumulated reserves of the municipality over the years. The allocations to the local municipalities from Frances Baard District Municipality (FBDM) has decreased by 77% from 2016/17 financial year to the 2018/19 financial year. The funding was allocated to the local municipalities to assist with the co-funding for the infrastructure projects and operation & maintenance (O&M) to enhance service delivery in the Frances Baard communities.

The Magareng Local Municipality (MLM) was only allocated R386, 250 when the draft budget was noted by Council during March 2018 meeting due to R1, 6million that was paid to Eskom by FBDM on behalf of MLM as per request. With serious challenges that Magareng Local Municipality faces, it was a concern that only R386, 250 could be allocated to them. This would therefore require the municipality to make informed decisions and choices to give priority to core

service delivery items. With the advent of cost containment policy, the following items were not included in the budget to raise funds for O&M at MLM:

- Diamond & Dorings at R475 000 (which was the advise from Mayoral Committee members); and
- Mayoral Bursary Scheme which was R800 000 based on MTREF (pronouncement from Minister of Finance on free education to disadvantaged students).

Furthermore, the Mayoral Committee members made inputs in draft budget to include make a provision for SAMSRAs games, however we advised against it due to implementation of the cost containment policy which requires that the municipality eliminates all non-essential expenditure. The greatest advantage of implementing the policy will enable the municipality to build-up the reserves that will assist us to sustain our allocations to the local municipalities in future.

The MFMA Circulars 89 and 91 provide guidance on the content and format for municipal budget documentation in respect of the 2018/19 Medium Term Revenue and Expenditure Framework. All the municipalities are required to adhere to the prescribed format regarding the content and format of budget documentation. The required table of content as provided by National Treasury is as follows:

- **Mayoral Budget Speech:** - High-level summary of the budget that draws on executive summary and highlights key deliverables during the coming years.
  - **Budget Related Resolutions:** - Draft resolutions must be included with the budget documentation tabled to full council.
1. **Budget:** - The budget includes the executive summary; budget schedules – operating & capital to be approved by council; budget related charts and explanatory notes to the budget.
  - **Supporting Documentation:** - Budget process overview; alignment of budget with IDP; budget related policies – overview and amendments; budget assumptions; funding the budget; disclosure on allocations made by municipality; disclosure of salaries, allowances and benefits; monthly cash flows by source; measurable performance objectives and disclosure on implementation of MFMA as well as other legislation.

**2. 2017/18 financial year project rollovers are as follows:**

Municipality	Project	Amount rolled over
Frances Baard District	Purchase of Fire Truck	R 1,900,000
Frances Baard District	Additional offices (construction)	R 3,000,000



**3. 2017/18 financial year project that did not materialize are as follow:**

<b>Municipality</b>	<b>Project</b>	<b>Amount rolled over</b>
Frances Baard District	Renovation on disaster center in Jan Kempdorp	R 350,000
Frances Baard District	Purchase of the Printer	R 495,000
Frances Baard District	Development of Human Resource Strategy	R 350,000
Frances Baard District	Business Management NQF 5 & 6 Training for SMMEs	R 800,000

The operating and capital budget for the 2018/19 financial year is attached for consideration and approval by Council (bound separately).

**The Municipal Manager, in consultation with the Assistant Director: Finance, recommends as follows:**

**RECOMMENDATIONS:**

- 1. Council resolves that the annual budget of the municipality for the financial year 2018/19 as per budget related resolutions of the budget document and indicative for the projected outer years 2019/20 and 2020/21 be approved as set out in the following schedules:**
  - 1.1 Budget Summary (*Pg. B1*);**
  - 1.3 Budgeted Financial Performance (Revenue and Expenditure by standard Classification) – Table A2 (*Pg. B2*);**
  - 1.4 Budgeted Financial Performance (Revenue and Expenditure by standard Classification) – Table A2 (*Pg. B3*);**
  - 1.5 Budgeted Financial Performance (revenue and expenditure by municipal vote) – Table A3 (*Pg. B4*);**
  - 1.6 Budgeted Financial Performance (revenue and expenditure by municipal vote) A – Table A3 (*Pg. B5-B6*);**
  - 1.7 Budgeted Financial Performance (revenue and expenditure) – Table A4 (*Pg. B7*);**
  - 1.8 Budgeted Capital Expenditure by vote, standard classification and funding – Table A5 (*Pg. B8*);**

- 1.9 Budgeted Capital Expenditure by vote, standard classification and funding – Table A5 (*Pg. B9-B10*);
- 1.10 Budgeted Financial Position – Table A6 (*Pg. B11*);
- 1.11 Budgeted Cash Flows - Table A7 (*Pg. B12*);
- 1.12 Cash backed reserves/accumulated surplus reconciliation - Table A8 (*Pg. B13*).
- 1.13 Asset Management – Table A9 (*Pg. B14-B16*);
- 1.14 Basic service delivery measurement table A10 (*Pg. B17*)
- 1.15 Other related supporting documentation - table SA1 to SA 37 (*Pg. B18 to B68*)
- 1.16 The accounting officer also recommends that council approves the rollovers as well as projects that did not materialize in 2017/2018 to the 2018/19 financial year.
- 2. Council notes the approved amended Integrated Development Plan for the budget year 2018/2019 as a separate item to Council;**
- 3. Council approves that the R300,000 budgeted for SAMSRA games be excluded from the 2018/19 final budget in line with Cost Containment Policy and that it be allocated to basic service delivery in municipalities;**
- 4. Council approves the measurable performance objectives for revenue, expenditure and capital from each source reflected in Tables SA4 to SA6 for the budget year 2018/2019;**
- 5. Council notes the approved policies for Budget policy, Credit Control & Debt Collection policy, Tariff policy, Cell phone & 3G allowance policy, Virement policy and Tariff policy for the budget year 2018/2019 as submitted for amendments to Council on 29 May 2018 for adoption in line with MFMA circulars; and**
- 6. Council notes that the SDBIP will be tabled to the Executive Mayor within the prescribed time frame as stipulated in the MFMA for approval.**

**RESOLVED:**

- 1. Council resolved that the annual budget of the municipality for the financial year 2018/19 as per budget related resolutions of the budget document and indicative for the projected outer years 2019/20 and 2020/21 be approved as set out in the following schedules:**
- 1.1 Budget Summary (*Pg. B1*);

- 1.3 Budgeted Financial Performance (Revenue and Expenditure by standard Classification) – Table A2 (*Pg. B2*);
- 1.4 Budgeted Financial Performance (Revenue and Expenditure by standard Classification) – Table A2 (*Pg. B3*);
- 1.5 Budgeted Financial Performance (revenue and expenditure by municipal vote) – Table A3 (*Pg. B4*);
- 1.6 Budgeted Financial Performance (revenue and expenditure by municipal vote) A – Table A3 (*Pg. B5-B6*);
- 1.7 Budgeted Financial Performance (revenue and expenditure) – Table A4 (*Pg. B7*);
- 1.8 Budgeted Capital Expenditure by vote, standard classification and funding – Table A5 (*Pg. B8*);
- 1.9 Budgeted Capital Expenditure by vote, standard classification and funding – Table A5 (*Pg. B9-B10*);
- 1.10 Budgeted Financial Position – Table A6 (*Pg. B11*);
- 1.11 Budgeted Cash Flows - Table A7 (*Pg. B12*);
- 1.12 Cash backed reserves/accumulated surplus reconciliation - Table A8 (*Pg. B13*).
- 1.13 Asset Management – Table A9 (*Pg. B14-B16*);
- 1.14 Basic service delivery measurement table A10 (*Pg. B17*)
- 1.15 Other related supporting documentation - table SA1 to SA 37 (*Pg. B18 to B68*)
- 1.16 The accounting officer also recommends that council approves the rollovers as well as projects that did not materialize in 2017/2018 to the 2018/19 financial year.
- 2. Council noted the approved amended Integrated Development Plan for the budget year 2018/2019 as a separate item to Council;**
- 3. Council approved that the R300,000 budgeted for SAMSRAs games be included in the 2018/19 final budget;**
- 4. Council approved that the R 475,000 for Diamonds and Doring music festival be included in the 2018/19 final budget;**
- 5. Council approved the measurable performance objectives for revenue, expenditure and capital from each source reflected in Tables SA4 to SA6 for the budget year 2018/2019;**

6. Council noted the approved policies for Budget policy, Credit Control & Debt Collection policy, Tariff policy, Cell phone & 3G allowance policy, Virement policy and Tariff policy for the budget year 2018/2019 that were submitted for amendments to Council on 29 May 2018 for adoption in line with MFMA circulars; and
7. Council noted that the SDBIP will be tabled to the Executive Mayor within the prescribed time frame as stipulated in the MFMA for approval.



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**Ms. ZM Bogatsu**  
**Municipal Manager**



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**Date**

# ***EXECUTIVE SUMMARY***

# ANNUAL BUDGET FOR THE FINANCIAL YEAR ENDING 30 JUNE 2019

## ***1. INTRODUCTION***

The annual budget for the 2018/19 financial year has been drawn up in terms of chapter 4 of the Municipal Finance Management Act no.56 of 2003 (MFMA) and the Municipal Systems Act no. 32 of 2000 (MSA) on matters specifically related to the budget as well as direction from National Treasury on policy guidelines (MFMA Circulars).

The Medium Term Budget Policy Statement 2018 notes that the South African economic growth for 2019 is 1.8%, On average, the growth outlook is 0.4 percentage points higher than projected in October 2017. However the economic statistics showed an unexpected improvement in the economic outlook. The municipalities must adopt a conservative approach when projecting their expected revenue and cash receipts as well as pay particular attention to managing of revenue effectively and carefully and evaluate all spending decisions, especially now that there has been a reduction on direct and indirect transfers to local municipalities. In generating capacity for spending on key municipal infrastructure, the municipalities will have to identify inefficiencies and eliminate non-priority spending.

The annual budget in respect of the 2018/19 financial year has been prepared according to the approved IDP / Budget Process Plan and consists of the following six processes:

- ***Planning:*** - Schedule key dates, establish consultation forums, review previous processes. The Executive Mayor has during July 2017 tabled a time schedule outlining key deadlines for reviewing the IDP, preparation, tabling and approval of the budget.
- ***Strategizing:-*** Review IDP; Set service delivery objectives (3 years); Consider local, provincial and national issues; Consider previous and current year performances; Consider economic and demographic trends; Review policies and consult on tariffs
- ***Preparing:*** - Prepare budget, revenue and expenditure projections; Draft and amend policies; Consider local, provincial and national priorities.
- ***Tabling:*** - Table draft budget (*90 days prior to new financial year*), IDP & Budget related policies; Consult and consider formal responses from local, provincial and national.
- ***Approving:*** - Council considers approval of the budget and related policies 30 days prior to new financial year.
- ***Finalising:*** - Publish approved Service Delivery and Budget Implementation Plan (SDBIP) as well as Annual Performance agreements and key indicators.

## ▪ **OUTCOMES OF CONSULTATIVE PROCESS**

After Council's approval of the draft annual budget on 28 March 2018, the following consultation processes and meetings in terms of section 23 of the MFMA were held with identified stakeholders on the contents of the budget as well as on measurable performance indicators for the 2018/19 budget year:

- IDP / Budget Strategic Session;
- Budget Committee working sessions – HOD's / Unit Managers;
- Workshop with Councillors;
- Submission of the Draft IDP and Budget to Council;
- Advertisement on a local newspaper;
- Provincial Departments and other stakeholders engagement on the draft budget; and
- Provincial Treasury and other sector departments as prescribed by section 23 of the MFMA.

## **2. SITUATIONAL ANALYSIS**

The Northern Cape Province is the largest province geographically with a total area of 12, 384 square kilometers. (*Statistics SA, 2016*).

Frances Baard is situated in the north-eastern corner of the Northern Cape Province. The district is the most densely populated district with approximately 387, 741 people. It is bordered by 2 provinces namely the Free State in the east, the North West to the north and by two district namely Siyanda to the west and Pixley ka Seme to the south.

According to the 2016 community survey, FBDM 's growth rate has increased by 1.5% since 2011 (382083 – 387741). A slight growth in Solplaatje Local Municipality (248037 -255351); and Dikgatlong Local Municipality (46839-48164). Followed by a decline in Phokwane Local Municipality (63000 – 60168); and Magareng Local Municipality (24207- 24059). Magareng (24 203), Dikgatlong (46 842), Phokwane (63 000) and Sol Plaatje (248 042) (*Statistics SA, 2011*).

### **2.1 Demographic Composition:**

The Frances Baard District Municipality is the most populous district in the province, accounting for over a third (36%) of the provincial population; and majority of which (60%) lives in Sol Plaatje municipality. It has a total area of 12,384 square km and a population density of 30, 85 persons per square km-making it the most density populated district in the province.

The district population has grown by 1.5% between 2011 and 2016. It is important to note that the population of Frances Baard is fairly equally distributed with 48, 5% males and 51, 4% females. The population of the district is similar to that of most developing economies; 69% is dominated by a young population who are 40 and younger. Those between the ages of 41 and 65 years account for 23% and 7% of the population are pensioners. (*Statistics Data, 2016*).

In 2016 community survey which was conducted revealed that the majority (85.69%) of the adult population (population aged 20 years and older) living in Frances Baard had some form of schooling. However 14.31% of the district adult population had no form of schooling; only 28.77% of the Frances Baard adult population had obtained some primary schooling; and only a limited portion of the District adult population (49.21%) had

obtained Grade 12. As a result, the majority of the economically active population of the district is unskilled rendering it employable only in semi-skilled and unskilled occupations.

## ***2.2 Economic Analysis:***

The Northern Cape Province's largest economic contributor is the primary sector (mining and agriculture) which contribute 14% followed by the secondary sector (manufacturing and construction) which contributes 9% and lastly the tertiary sector which contributes 77% of the Provinces' Economy (*Statistics SA: Global Insight, 2016.*).

The Gross Domestic Product (GDP) indicates the value of services and goods produced within the geographic boundaries of an area during a period of one year.

Frances Baard District Municipality is the strongest economic region in the province, accounting for 36% of the provincial GDP. The Major contributor to the regional GDP is Sol Plaatje with 78.85%, followed by Phokwane, Dikgatlong, and Magareng.

## ***2.3 Employment Analysis:***

The Frances Baard DM had a high unemployment rate since 2010 and according to STATS SA 2016 the trend of unemployment rate has increased to (39.4%).

Magareng local municipality has the highest unemployment rate (53.9%) within the district as compared to the other local municipalities.

## ***2.4 Basic Service Delivery***

### ***▪ Infrastructure Services:***

The District Municipality does not have any functions in direct service delivery and concentrate on supporting the local municipalities. To assist local municipalities, we have a unit consisting of a manager, three engineering technicians, an EPWP officer as well as an administrative officer to render support. The pillar of this support lies in the ability to assign one technician to each of the local municipalities (Dikgatlong, Phokwane and Magareng) as they struggle with capacity.

FBDM has spent considerable amounts on eradicating backlogs in infrastructure services in the local municipalities for more than 15 years. Despite these efforts the backlogs are not eradicated as expected. The main reasons for this is the continuous influx of people into urban areas and also the decline in household size in the district.

This means that households need to be connected to infrastructure services networks which is bringing the current supply of bulk services under strain. The strain on bulk infrastructure will further be increased in future if not properly planned and budgeted for. This therefore necessitates improved long term integrated planning.



▪ **Water & Sanitation:**

Access to water is a constitutional right to everyone as stipulated by Section 27 (b) of the Constitution of South Africa 1996. Municipalities are mandated by amongst others the Municipal Structure Act 1998, the Municipal Structures Amendment Act 2000 and the Water Services Act 1999, to provide potable water to households within their areas of jurisdiction.

As mentioned prior, the district does not provide services directly to communities, but support the local municipalities in the eradicating of these backlogs.

According to the Census 2011 survey by Statistics SA, it is estimated that about 5 493 households in the district have no access to water and about 16 317 households lack access to proper sanitation.

**Challenges:**

- The cost to eradicate backlogs is high and increasing annually.
- Municipalities in the district depend mainly on grant funding for infrastructure provision.
- Although the District aids through the operations and maintenance (O&M) funding, management of the O&M still needs to improve. The Blue and Green Drop percentages have also generally improved, but no Blue or Green Drop was achieved.
- The number of capacitated and skilled personnel in local municipalities are limited.

▪ **Electricity and Energy**

The availability of energy remains a serious resource challenge. In the last ten years the communities' access to electricity has significantly improved. In accordance with the Census 2011 survey over 85% of the households in the district have access to electricity for lighting. This leaves a gap of 14 743 households. FBDM has funded electricity master plans for Dikgatlong, Magareng and Phokwane to help improve planning.

**Challenges:**

- FBDM also assists with O&M funding, but management of the O&M of electricity services in some municipalities still needs to improve;
- Some municipalities struggle to pay their ESKOM accounts which leads to disconnections and disruption of services;
- Some renewable energy projects have not been implemented; and
- In the very rural areas the availability of bulk electricity makes connecting households difficult.

▪ **Roads and Storm Water**

FBDM is taking part in the Rural Road Asset Management System (RRAMS) initiated by the national Department of Roads. Through allocations in the Division of Revenue Act (DORA) allocations are made to Districts. This system will provide information about the roads assets in local municipalities as well as conditional assessments. This will become an important tool to lobby for funding of future roads' projects. A service provider has been appointed to assist FBDM to implement the programme until we appoint internal staff to take over.

Through the RRAMS programme it has already been established that there are about 2 085 km of gravel roads and about 975 km of paved roads as part of the municipalities' street networks. FBDM's grader operating team assist with maintenance of gravel streets in the local municipalities.

**Challenges:**

- Except for Phokwane, there are no road master plans for the different municipalities;
- Municipalities also do not have sufficient funds to budget adequately for maintenance of streets and storm water;
- Municipalities do not have sufficient equipment for road maintenance and spend large amounts on hiring of these needed road works machinery;
- The conditions of provincial gravel roads within the district have deteriorated over the years due to the following reasons;
- Insufficient funds allocated for road maintenance by the provincial departments.
- Continuous breakdowns of road works machinery; and
- Increased traffic volume – has a negative influence on especially gravel roads.

▪ **Housing**

The year 2017 – 2018 was yet another successful year for the Frances Baard District in terms of delivery of human settlements and provision of basic services. FBDM through the Infrastructure Services: Housing Unit continues to work towards accelerating the delivery of sustainable human settlements within the district. The district municipality once again won the provincial and national Govan Mbeki Housing Awards for the best level 2 accredited municipality.

**I. Service Level Agreements**

The Service Level Agreements (SLAs) with the three local municipalities i.e. Dikgatlong, Magareng and Phokwane are still in place. The SLAs put the onus on the district municipality to facilitate the development of sustainable human settlements within the local municipalities.

**II. Consumer Education**

The district municipality planned and conducted eight (8) Housing Consumer Education Workshops as part of the sustainable human settlements development process. Housing consumer awareness and education is a national housing

programme aimed at educating housing beneficiaries and stakeholders on the role of government in the provision of housing as well as the responsibilities of the beneficiary towards their house. For the 2018 – 2019 financial year the programme will continue.

### **III. Local Municipalities**

Frances Baard District Municipality will continue to support the three local municipalities in the development of sustainable human settlements. Both the district and local municipalities continues to work collectively to ensure that the projects are completed within the specified timeframes.

- **Dikgatlong Local Municipality**

The Delpportshoop 217 project which started in 2016 will be delivering houses soon. The process to appoint a contractor is well on its way and it is envisaged that the construction of houses will start in 2018/19.

- **Magareng Local Municipality**

The emphasis continues to be the completion of phases 2 and 3 of the Ikhutseng 1000 housing project.

- **Phokwane Local Municipality**

The district will continue to facilitate the Kingston 685 housing project in the Phokwane local municipality. The Kingston project has been hampered by slow construction progress. The project is currently in phase 4 of 121 houses.

### ***2.5 Local Economic Development (LED):***

Local Economic Development (LED) is an outcome; it is a continuous developmental process based on local initiative and driven by local stakeholders. It involves identifying and using local resources ideas and skills to stimulate economic growth and development.

The aim of LED is to create an enabling environment that stimulates and fosters employment creation, entrepreneurial opportunities for residents, alleviate poverty and redistribute resources and opportunities to the benefit of all local residents.

The purpose of Local Economic Development is to build up the capacity of a local area to improve its economic future and the quality of life for all. It is a process by which government, the private sector, labour and civil society work collectively to create better conditions for economic growth and employment generation.

Local economic development encourages public, private and civil society sectors to establish partnerships and collaboratively find local solutions to common economic challenges. The LED process seeks to empower local participants to effectively utilize business enterprise, labour, capital and other local resources to achieve local priorities (e.g. to promote quality jobs, reduce poverty, generate municipal taxes etc). For LED to be successful, participants and practitioners

should have knowledge of these actions and be committed to a process to achieve sustainable results.

The district economy is still very much primary based and skewed towards the Sol Plaatje municipality economy. Sol Plaatje alone is responsible for just under 80% of the value addition in the district while the secondary sector contributes only around 7%. There are LED Priority issues planned to grow and develop the district economy. Some of these initiatives are:

- Establishment of economic clusters;
- Establishment of incubation hubs in all local municipalities;
- Establishment of an Agri-park inclusive of the Farmer Production Support Units (FPSU) and the Rural Urban Market Centre (Sol Plaatje fresh produce market);
- Establishment of Business Support centres (SMMEs support one stop centres) in Magareng and Dikgatlong local municipalities (Phokwane one is completed);
- Support and development of SMMEs;
- Local Trade and investment promotion;
- Product development and marketing of locally produced products;
- Entrepreneurship promotion and development;
- Promotion and support of township economies; and
- Informal economy support program

### **Challenges:**

#### **I. Diversification of the District economy**

The Secondary sector (Manufacturing, Electricity, gas and water and Construction) creates low number of jobs in the district and the sector's job absorption is erratic having employed 14 339 in 1996, 7 769 in 2011 to 9 445 in 2015. This was job losses of 6 570 jobs over the period 1996 to 2011 and an increase of 1 677 between 2011 and 2015. This emphasises the fact that manufacturing and construction industries are quite small in the district and are not attracting investments.

Fixed capital investment in manufacturing and mining has stagnated, indicating that Frances Baard and its surrounds is not considered a major manufacturing area that attracts long term fixed capital investment.

This picture needs to drastically change if the district is to create the needed jobs and have a diversified economy. Diversifying the economy aims to maximize return by investing in different areas that would each react differently to the same economic shock(s).

## **II. Low Skills Levels**

The lack of appropriately skilled people is one of South Africa's principal drivers of the high unemployment rate. There has been clear evidence of a shift in the profile of the main economic sectors of the country over the past 2 decades, characterised by a decline in the share of primary and secondary sectors (which are labour intensive and can absorb unskilled labour) and an increase in the Tertiary sector (which requires skilled labour). This shift is also true for the FBDM, as seen in the production profile of the District. Given that the largest employers in the FBDM come from the tertiary sector, almost half of the people employed in the District are skilled (41.8%); there is however a large portion that is Semi- and Unskilled (36.1%).

A breakdown of the local municipal level shows that just less than 50% of Sol Plaatje's workforce is skilled and interestingly, this LM has the highest portion of highly skilled labour in the district, at 24.9%. The percentage of semi-and unskilled labour is highest within the Dikgatlong, Magareng and Phokwane LMs, at 57.2%, 41.7% and 54.7% respectively.

Skills development is very critical if we are to grow at levels we desire and can absorb labour from the district. Skills levels are also a critical determinant of which industries we can realistically target and be competitive in. Because of this, skills development is identified in the LED strategy as one the most important areas that the District must improve.

## **III. Low Economies of scale**

Frances Baard has small household sizes with 21% of household living one person, 19% 2 people, 16% three people, 17% four people and household with five plus sizes making up only 27% of households. The district population density is 30.62 people per Km<sup>2</sup> which is quite low and thus necessitates that the production and output of the district needs to be more focused for export purposes, this can be both within SA and or abroad.

## **IV. Poor infrastructure for businesses**

Infrastructure is critical for the development and growth of any business. Access to infrastructure generally enables and gives a location competitive or comparative advantage over other areas, especially if the infrastructure can reduce the costs of doing business. In creating an enabling environment for businesses, it thus becomes critical for local government to ensure that there is sufficient business infrastructure to support businesses. This can be termed economic infrastructure and ranges from access to affordable and conducive office and workshop space, roads, dams etc.

## **V. Poor coordination and support for LED**

All the LMs are currently implementing LED strategies that they adopted.

All LMS and the FBDM have functional but not effective LED forums structures. The participation of private sector is seriously lacking and this renders the LED forums ineffective. There is a lot of working in silos as it relates to sector development and support, as a result the rand value or investment into the different sectors by Government and development agencies is diluted.

### ▪ **Tourism:**

Tourism in the Frances Baard District has been identified as a sector with massive potential for economic growth. The district remains the most visited destination within the Northern Cape. It has a rich history and natural resources that can promote tourism development in the region. It is well located along the alternative route N12 from Cape Town to Johannesburg, therefore well situated for local and international tourist markets.

The district is predominantly a mining and agricultural district, but also offers rich experiences in terms of culture and history. The district consists of four local municipalities, each boasting its own unique offerings.

### **Challenges:**

#### **I. Lack of functional tourist information provision**

Tourist information centres provide comprehensive tourist information about the destination, tourism attractions, accommodation, activities and services within the locality. It is essential that tourists have easy access to information on tourism products within the District; in this case tourist should be able to find information from readily available sources such as tourism offices, information boards, maps and brochures. However, there is still a lack of fully functional tourism information centers in the smaller towns.

#### **II. Lack of brand awareness**

The marketing of the FBDM tourism brand is the essential component of the success of the industry. Brand marketing has the ability to grow the visitor numbers, increase their length of stay for the benefit of the destination. Currently the FBDM Tourism brand and its associated products are being marketed through exhibitions, travel guide, tourism website, the placement of advertorials in renowned tourism publications and the distribution of branded promotional material.

### **III. Limited Tourism capacity building**

Tourism is a service industry; therefore, constant training should be performed to encourage service excellence amongst product owners. There is currently limited training offered by the district to product owners but information sessions are conducted through the hosting of tourism forum meetings on an annual basis. Training to personnel offering service to visitors and educating them about importance of tourism plays a vital role in promoting our region.

### **IV. Community Involvement**

Tourism must involve the local communities; through ownership and participation of tourism businesses for the economic benefits and job creation. FBDM need to facilitate the entrance of new tourism entrepreneurs into the market; currently there are few local entrepreneurs involved in tourism businesses. Education information provision and awareness campaigns are conducted annually to advise communities on avenues, which are open to them on how to enter the market and succeed.

### **V. Local Tourism associations**

Tourism development, marketing and management within the local municipalities currently take place in a largely uncoordinated manner. There are a number of tourism stakeholders operating within the district, (at local municipalities) including private sector stakeholders and the provincial tourism authority.

Currently, there is little interaction between these stakeholders resulting in duplication of efforts as well as missed opportunities to grow the sector. Furthermore, better management of the sector through local government interventions can result in a coordinated approach to raising awareness of the benefits of the sector and benchmarking the sector's growth. As a result; FBDM has developed a district tourism association in co-operation with the local municipalities in the district to coordinate tourism, co-operation and partnerships amongst key stakeholders of the tourism sector.

### **VI. Packaged Tourism experiences (Route development)**

Route development represents a significant opportunity for the region. Routes play a strategic role in linking different regions and products and can facilitate movement of tourists through a region. Frances Baard District has a shortage of packaged products and experiences due to informal tourist routes. The Frances Baard District Municipality has identified the N18 to be developed as a tourism route.

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▪ **Agri-Park**

The former President of South Africa (Jacob Zuma) in the 2015 State of the Nation Address (SONA) stated that, “Government will provide comprehensive support to smallholder farmers by speeding up land reform and providing technical, infrastructural and financial support.” He further stated that government has identified agriculture as the key job driver, with a target for the agricultural sector to create a million jobs by 2030.

The former President also highlighted the significance of establishing agro-parks or cooperatives and clusters in each of the 27 poorest district municipalities to transform rural economies. He further indicated that the government allocated an initial funding of R2 billion for the agri-park initiative.

Subsequent to the SONA, the National Department of Rural Development and Land Reform (DRDLR) commissioned a Master Agri-Park Business Plan per district municipality to operationalise the Agri-Park in 44 District Municipalities.

The Policy Discussion Paper Series – Agriculture Parks Models for the Capital Region CR-FAIR 2013, stated that “an Agricultural Park is a park that is accessible to the public providing recreational and wildlife habitat at the same time as providing space and opportunity for a range of food growing and educational opportunities” whereas, DRDLR 2015; defined Agri-park as a networked innovation system of agro-production, processing, logistics, marketing and training and extension services, located in district municipalities. As a network it enables a market-driven combination and integration of various agricultural activities and rural transformation services.

Agripark comprises of three basic units:-

- The Farmer Production Support Unit (FPSU). The FPSU is a rural outreach unit connected with the Agri-hub. The FPSU does primary collection, some storage, some processing for the local market, and extension services including mechanisation;
- Agri-Hub unit (AH). The AH is a production, equipment hire, processing, packaging, logistics and training (demonstration) unit; and
- The Rural Urban Market Centre Unit (RUMC).

The DRDLR stipulated the following strategic objectives of the Agri-park concept:-

- Establish Agri-Parks in all of South Africa’s District Municipalities that will kick start the rural economic transformation for the rural regions;
- Promote growth of the smallholder sector by contributing to the 300 000 new small-scale producers, as well as to the 145 000 new jobs in agro-processing by the year 2020 (as set out in the New Growth Path);



- Promote the skills of and support to small-holder farmers through the provision of capacity, mentorship, farm infrastructure, extension services, production inputs and mechanization inputs;
- Strengthen existing and create new partnerships within all three spheres of government, the private sector and civil society to develop critical economic infrastructure such as roads, energy, water, ICT and transportation/logistics corridors that support the agri-park value chain;
- Enable producer ownership of the majority of Agri-Parks equity (70%), with the state and commercial interests holding minority shares (30%);
- Allow smallholder producers to take full control of Agri-Parks by steadily decreasing state support over a period of ten years;
- Bring under-utilized land (especially in Communal Areas Land and land reform farms) into full production over the next three years, and expand irrigated agriculture; and
- Contribute to achievement of the NDP's "inclusive rural economy" and target of one million jobs created in agriculture sector through creating higher demand for raw agricultural produce, primary and ancillary inputs, as well as generating increased downstream economic activities in the sector.

Thus, Department of Rural Development and Land Reform identified Warrenton in Magareng Municipality as the location of the Frances Baard District Municipality (FBDM) Agri-Hub and is ideal to serve as a Rural Urban Market Centre Unit (RUMC). The three main commodities are Horticulture, Poultry and Livestock produce. The areas identified as a Farmer Production Support Unit (FPSU) are Jan Kempdorp in Phokwane municipality, Barkly West in Dikgatlong municipality and Ritchie in Sol Plaatje. The Department appointed the service provider to assess the viability of the proposed site and develop the Master business plan, which promotes the following objectives within FBDM:-

- Development of a black class farmer in terms of technical expertise ability to supply the market sustainability and at the desired market quality;
- Support emerging black farmers working in joint venture to supply the Agri-Park;
- Private farmers to join the Agri-Park as a lucrative investment opportunity; and
- To develop partnerships with other government stakeholders to develop critical economic infrastructure like, roads, water, energy, ICT and transportation/logistics that support the Agri-Park value chain.

The Frances Baard District Municipality master plan and implementation plan was completed in the 2016/17 financial year. As of 17 November 2016, the district Executive Mayor has been appointed by the minister for Department of Rural Development and Land Reform to be the champion of the AGRI- Park programme.

#### **Challenges:**

- Limited understanding amongst stakeholders of the Agri-hub/park business model;
- Limited understanding of the scale of agri-parks in relation to spatial spread of agri-hubs and Farmer Production Support Units (FPSU);

- Lack of the clear directives amongst stakeholders as to the agri-parks ownership and governance;
- Unclear on the ownership of Agri-Parks Assets (existing and to be developed);
- The implementation team has not yet fully engaged with the community; and
- The Agri-hub/park is a new concept and the district is still identifying which commodities will best suit the agri-park.

## **2.6 Municipal Institutional Development and Transformation**

### **▪ Disaster Management**

The Disaster Management Act has been amended to include the responsibilities of local municipalities on pre- and post- disaster management processes. The Frances Baard District Municipality (FBDM) assisted three local municipalities in its jurisdiction, namely Phokwane, Magareng and Dikgatlong to implement the Disaster Management Act by appointing disaster practitioners at each of these local municipalities. In addition, volunteers will be trained on an annual basis to be deployed during any disastrous event. A contingency fund policy was adopted by council to assist destitute families within the boundaries of the above-mentioned local municipalities.

The district municipality has reviewed the District Disaster Management Plan and plans have also been developed for the Magareng, Phokwane and Dikgatlong Local Municipalities. A response and recovery strategy has also been developed to assist the district municipality and all other disaster management stakeholders to respond uniformly to disastrous incidents/events. The District Disaster Management Advisory Forum has been established and is operational.

Establishment of firefighting facilities within the FBDM jurisdiction

FBDM undertook an investigation to investigate the possibilities of establishing firefighting facilities at local municipal level. The best way to address this issue is to establish the services at the municipality which have been prioritised with the highest risk and with the highest population as identified in the District Disaster Management plan.

Implementation of the Disaster Management Amendment Act (Act 16 of 2015) at local municipal level

The National Disaster Management Framework states that the district must perform its mandate with regards to KPA IV (response, recovery and rehabilitation). To implement the above-mentioned FBDM must implement the response and recovery strategy to ensure that proper disaster forums and response and relief teams be established.

Roles and responsibilities for local municipalities have been addressed in the amendment act and provision need to be made to implement the act. FBDM will support the local municipalities to implement the act and to establish local municipal advisory committees.

Establishment of the District Disaster Management Centre

It is a requirement as per the Disaster Management Act (Act 57 of 2002) to establish a disaster management centre which had to serve all its municipalities.

Frances Baard concluded the planning stages for the establishment of the District Disaster Management Centre.

The disaster grant is used to implement the following:

- Response and recovery during incidents at local municipal level;
- Assistance to communities when affected by any incident;
- The training of volunteers at local municipal level; and
- Awareness programmes.

### **Challenges:**

The lack of firefighting facilities and capacity (human and capital) in the district are challenging. Four fire protection associations are established within the district. They operate under the Veld and Forest Fires Act (Act 101 of 1998) and assist with combatting veldfires. No fire grant has been received in the 2016/17 financial year therefore no projects could be initiated in local municipalities.

### ▪ **Information Communication Technology (ICT)**

ICT is the processes enabler for the district; supporting the district to achieve its strategic and regulatory goals. When ICT systems and processes are implemented adequately, they could potentially reduce the overall cost within the districts, by ensuring municipalities share resources, which will reduce duplicate efforts within the district.

ICT should be part of and aligned with the overall strategic goals of the district, to ensure resources are utilised optimally and true value is achieved. The FBDM ICT master plan sets out to achieve the following goals within the district:

- Invest in systems which can be shared within the district, to avoid costly duplicate systems within the district;
- Assist local municipalities to start providing provide digital service delivery to communities to which they operate in;
- Secure access and storage of information, King IV identifies information as one of the most important assets of any organization in today's world, as such, the municipality should implement controls and measures which will safe guard information from any unethical measures;
- Improve governance within the district, more especially to local municipalities; and
- Build internal capacity, which will reduce the reliance on external services provides, which will reduce the operational cost of the ICT units within the district.

### **Challenges:**

The district is currently experiencing the following challenges, which hampers the ability for the district to fully take advantage of the benefits of ICT:

- Currently there is no direct connectivity within the district; which results in high operational cost within the district due to duplicate efforts and systems;
- Inadequate governing structures within the district to align ICT operations to the overall strategic goals of the district;

- Inadequate resources and human capacity to support the operations of ICT in local municipalities;
- Inadequate business continuity plan within the district, to support the district in the event of a disaster; and
- Funding challenges within local municipalities to fund operations of ICT.

▪ **Human Resources**

The District Municipality consists of one hundred and seventy (170) employees, with seven (7) females and fourteen (14) males occupying managerial positions. Figure 9 consists of the municipality's organogram.

**I. Human Resource Strategy**

The municipality is constantly striving to become an employer of choice amongst municipalities in the Northern Cape Province, and ultimately, the best in the country. It is based on this ideal that the municipality established the need for a Human Resource strategy that will outline how Human Resource Development and Human Resource management should be managed to support the achievements of the objectives of the Integrated Development Plan of the municipality and the delivery of the Local Government mandate.

The main objective of the strategy is to ensure that FBDM has the staffing capacity to meet its objectives with consideration to both internal and external environmental changes which include:

- Anticipated turnover;
- the need for new types of skills and experience;
- growth and expansion into untapped markets;
- changing economic pressures; and
- competitive pressures.

**II. Human Resource Development**

One of strategies employed to become a peer leader in this category of employers, is amongst others, creating an environment conducive to learning and development by allocation of adequate resources for purposes of employee education, training and development, as well as retention of critical and scarce skills.

The objective of Skills Development is to create a workforce empowered with the necessary and continuously upgraded skills, knowledge and qualifications in order to increase productivity and competency levels of employees. It is also essential to identify developmental opportunities and address challenges to meet new demands of changing technologies and labour market demands that will contribute effectively to the economic growth of the District at large. FBDM has accommodated at least 1% in its budget for continuous investment in employees, councilors as well as the unemployed communities, particularly youth, through training development initiatives.

### **III. Labour Relations**

The stabilization of the workforce is engendered through sincere, open, transparent consultation and engagement process about matters of mutual interest between employer and representatives organized labour.

The Local Labour Forum (LLF) is a forum comprising of equal representation between the employer representatives and serves as a dispute resolution and consultative structure.

The LLF, as a conflict resolution and consultative forum, of FBDM been clearly established and is fully functional. With a stable, active and properly functional LLF in place, the focus is to be directed at the maintenance of its active and functional status for the sustainability of its operations. A plan, which is to be embedded in the HR strategy, shall be implemented to ensure that the momentum of the current operational efficiency is maintained. +

### **IV. Employment Equity**

The Employment Equity Act No. 55 of 1998, as amended, requires all eligible employers to develop, approve, and submit a legally compliant employment equity plan (EEP). The EEP is a coordinated and structured initiative that seeks to respond to the obligation imposed on all employers for the removal of unfair discrimination and implementation of affirmative action measures all with the intent of leveling the playing field for the accessibility of opportunities by all in the workplace. The primary beneficiaries of EE are intended to be designated groups, particularly women and people living with disabilities.

FBDM is fully compliant in this regard, and has been utilizing the EEP as guiding framework in the execution and implementation of recruitment initiatives.

### **V. Health and Safety**

The function of occupational health and workplace safety is governed by the Occupational Health and Safety Act and Regulations No. 85 of 1993. The Act provides for the nomination of safety representatives and the establishment of a workplace health and safety committee.

### **VI. Employee assistance and wellness**

FBDM is constantly striving towards the ideal of becoming a hub of service excellence and a world class municipality. This feat may be achieved by and through, amongst others, the creation and maintenance of a content, satisfied and healthy workforce. In attempt to respond to this lofty ideal, the FBDM introduced a wellness and employee assistance programme (EAP).

The ethos of professionalism and principle of confidentiality underpin the administrative handling and management of EAP within FBDM. To ensure that this crucial element of confidentiality is observed and maintained at all times, the services of externally based trained specialists and professionals are utilized.

## **VII. Recruitment and Selection**

The staff establishment of any institution is and should be designed to carry out and implement its strategic objectives, and should also be responsive to and give support to the implementation of its strategic plan (IDP).

FBDM remains attentive to an effective recruitment and selection process. These processes include matching up the right person with the right job skills. Intensive interviews and background checks assist in identifying candidates who are most suitable to ensure that vacancies are filled with individuals who shares and endorses the company values and will fit in well within the company culture.

### **Challenges:**

- The recruitment and retention of scarce and critical skills remain a challenge for FBDM. To deal with this challenge with a view to stabilizing the workforce and stem the loss of talent, a policy on the retention of scarce and critical skills had been developed and approved, and its implementation is pending. A plan is to be developed and implemented for the administration of the policy;
- Despite the utmost professionalism with which the function is being handled, EAP is still regarded with skepticism and beset with credibility challenges and afflicted by negative stigma by the workforce of FBDM. In the endeavor to deal and reverse the challenge of negative perception and debilitating stigma, a well plan will be put in place to positively market EAP and internally brand FBDM as a caring institution which has the welfare of its employees at heart;
- The challenge experienced currently is the lack of general safety awareness and health consciousness amongst staff. This gap will be addressed through the development and rollout of suitable health and safety awareness programmes and campaigns; and
- The looming challenge, however, is in respect of the difficulty of recruiting people living with disabilities. Despite all efforts, people living with disabilities continue to not be responsive to the recruitment advertisements of FBDM. To redress this anomaly, a plan is to be established and implemented. The plan will, amongst other remedial actions, contain initiatives intended to ensure that all recruitment adverts are understandable, user-friendly, and have an appeal towards women and people living with disabilities, including having a wide reach and coverage of the entire district.

### ▪ **Environmental Management**

Section 24 of the Constitution of the Republic of South Africa entrenches the right of all citizens to live in an environment that is not harmful to their health or well-being. Section 83 of the National Health Act, 2003 (Act 61 of 2003), defines municipal health services and clearly stipulates the responsibilities of municipalities in the performance of such services.

Environmental health comprises those aspects of human health, including quality of life, that are determined by physical, chemical, biological, social and psychosocial factors in the environment. It also refers to the theory and practice of assessing, correcting, controlling and preventing factors in the environment that can adversely affect the health of present and future generations. (WHO)

The identification, evaluation, control as well as prevention through education of all those factors in the total environment which exercise a detrimental effect on individual physical, mental and social well-being and development. It also implies continuous efforts to educate and

prevent individuals from affecting the environment in such a way that it becomes detrimental to their well-being and development.

The FBDM will start rendering MHS on a fulltime basis from 1 July 2018 in Phokwane municipality and is currently busy negotiating a service level agreement with Sol Plaatje municipality to continue rendering MHS on behalf of FBDM for the next 3 years.

## **I. Food safety**

In terms of section 10 of the Foodstuffs, Cosmetics and Disinfectants Act, 1972 (as amended) only district and metropolitan municipalities will be authorize to enforce this Act. FBDM applied to the National Department of Health (NDOH) for authorization and has been authorized by the National Minister of Health to enforce the above Act in the Frances Baard District.

The MHS Section of FBDM has a statutory obligation in terms of the National Health Act (61 of 2003) and the Foodstuffs, Cosmetics and Disinfectants Act, (Act 54 of 1972) to monitor and ensure safe food to communities, which include the storage and disposal of condemned foodstuffs. FBDM has assisted with the recall of the indicated products after the source of Listeriosis outbreak had been identified by National Government. The MHS Section in conjunction conducted several raids at food premises to ensure that re-called products were removed from the shelves and that they do not sell expired food products. The objective was to ensure that the re-called products are removed and do not enter the food chain of our people of our District.

## **II. Water quality monitoring**

Drinking water is a very important commodity in daily life, but can also be a medium to cause waterborne if not properly treated. Water quality monitoring in the communities, schools and clinics are done through regular sampling and testing. In case of failures, the responsible authorities are informed of the possible causes for non-compliance and recommendations how to improve the quality thereof.

The quality of the drinking water in Magareng has improved dramatically. Failures are still experienced at schools who are supplied by boreholes and can be attributed to poor maintenance of treatment equipment. Awareness campaigns on how to render water safe for human consumption, are conducted in affected communities.

## **III. Air quality management**

The MHS Section strives to reduce air pollution and improve the quality of air by identifying, investigating and monitoring pollution sources, and instituting remedial or preventative measures. The municipality is the atmospheric emissions licensing authority and is responsible for the issuing and/or renewal of atmospheric emissions licenses.

Applications for new or the renewal of AELs can be done online on the National Atmospheric Emissions Information System (NAEIS). Industries are able to load data of their emissions onto the system. The FBDM is currently busy reviewing the District Air Quality Management Plan which is used to managed air quality in the district.

#### **IV. Waste management**

Illegal dumping of waste on open spaces remains a huge challenge in the district. The National Department of Environmental Affairs assisted the licensing of the landfill sites in the district, although local municipalities are struggling to operate and maintain their service infrastructure in a cost-effective and sustainable manner. Issues ranging from financial constraints, institutional deficiencies and personnel problems contributes to the poor conditions of the landfill sites. Sol Plaatje municipality has upgraded the landfill site in Kimberley, which will contribute to the effective operation and maintenance of the site.

#### **V. Climate Change**

FBDM in cooperation with the Northern Cape Department of Environment and Nature Conservation and the Deutsche Gesellschaft fur Internationale (GIZ) has developed a Climate Change Vulnerability Assessment and Climate Change Response Plan. Key climate change vulnerability indicators were identified which may be a risk to the impact of climate change. These indicators are important especially for the Environmental Health and Disaster Management Sections to plan for interventions to mitigate the effects of climate change in the district. The final plan has been finalized and will be tabled at the Council meeting for adoption.

#### **Challenges:**

- The equitable share for MHS is insufficient to employ enough Environmental Health Practitioners as prescribe by the National Department of Health (1 EHP: 10 000 residents);
- Although the municipality is responsible for air quality management in the district, it do not have an integrated air monitoring station to monitor all criteria pollutants;
- Landfill sites in the district are not managed and operated in accordance with the minimum requirements for landfill sites. Burning of waste at these sites contribute to air pollution;
- The Environmental Management Framework is outdated and will be reviewed during the new financial year;
- A District Wetlands Strategy with the assistance of ICLEI has been developed and will be submitted for adoption by Council. The Strategy outline how to maintain and preserve wetlands in the district; and
- The District Environmental Health Forum meets on a quarterly basis where environmental health issues and challenges in the district are discuss as well as how to address them,



▪ **Town and Regional Planning**

Frances Baard Spatial Planning unit offers spatial planning shared services' support to four local municipalities within the district. However, more focus is on Magareng, Phokwane and Dikgatlong Local Municipalities. In addition to limited planning tools, these municipalities are characterised by limited institutional planning capacity as compared to Sol Plaatje local municipality.

The Spatial Planning & Land Use Management Act, 2013 (SPLUMA) was signed by the President of the Republic of South Africa on 5 August 2013. The Act came into operation on the 1<sup>st</sup> of July 2015. SPLUMA is a framework act for all spatial and land use management legislation in South Africa. The act seeks to promote consistency and uniformity in procedures and decision-making in this field. The other main objective of SPLUMA is addressing historical spatial injustice and the integration of the principles of sustainable developments into land use and planning regulatory tools and legislative instruments.

The district is committed to assist the Local Municipalities within its area of jurisdiction to implement the Spatial Planning and Land Use Management Act, 2013. The district is ensuring the readiness of the Local municipalities by providing the following:

- Preparation and adoption of the spatial development frameworks;
- Financial assistance and capacity building;
- Preparation and adoption of the new Tariffs;
- Preparation of the District Municipal Planning Tribunal (DMPT) joint sittings; and
- Establishment of the Appeal Authority.

Frances Baard District Municipality, Phokwane Municipality, Dikgatlong Municipality and Magareng Municipality have agreed to establish a District Municipal Planning Tribunal (DMPT) in order to receive and dispose of land development applications and land use applications. The DMPT has been established and is operational.

**I. Spatial Development Frameworks**

The Spatial Development Framework (SDF) is a strategic planning tool that guides decisions on land development and provides framework for spatial development by providing direction where investment is likely to be targeted.

All the SDFs of the district and local municipalities within FBDM have been approved by Cogesta with an exception of the Sol Plaatje SDF which is currently under review. FBDM is providing assistance Sol Plaatje in this regard.

**II. Land Use Schemes**

The purpose of land use scheme is to ensure comprehensive management of all land within the area of jurisdiction of the municipality. The management is enforced by adhering to specific guidelines contained within the scheme. In terms of section 24 (1) of the Spatial Planning and Land use Management Act , 2013 (Act No. 16 of 2013) “*A municipality must, after public consultation, adopt and approve a single land use scheme for its entire area within five years from the commencement of SPLUMA*”. The Northern Cape Planning and Development Act, 1998 (Act 7 of 1998), also states that” each local and representative

council shall formulate and implement zoning schemes and land development procedures and regulations in its area of jurisdiction”.

Frances Baard District Municipality has facilitated the preparations of the Land use schemes of Phokwane, Dikgatlong and Magareng Municipalities. The schemes have been adopted by the respective council. Dikgatlong and Phokwane municipalities land use schemes are being reviewed and will be completed in the 2017/2018 financial to ensure that their complying with SPLUMA.

**Challenges:**

- The authorized officials at the Local Municipalities to approve certain categorized land use applications still require training as they lacks knowledge and understanding on the land use management and land development process;
- Local Municipalities as the authorities of the first instances on land development matters, they do not have system ready to receive and process land use applications;
- Magareng Local Municipality has not yet approved new tariffs in line with the SPLUMA and they are still using old tariffs;
- Local Municipalities have not yet established Appeal Authority as required by the SPLUMA;
- Local Municipalities lacks resources and are embedded with weak institutional capacity to implement and enforce the approve plans such as Land Use Scheme and Spatial Development Frameworks (SDFs); and
- Local Municipalities gradually update the change in the land use rights or zones, which lead to the mismatch of the deeds information and land use on the ground.

▪ **Land Reform and Land Restitution**

The president of the republic of South Africa on the 12<sup>th</sup> of February 2015 in his state of nation address speech said, Land has become one of the most critical factors in achieving redress for the wrongs of the past. With South Africa set to mark the centenary of the notorious 1913 Land Act this year, the government is taking a number of steps to speed up land reform. This include a shift from the "willing buyer, willing seller" to the "just and equitable" principle for compensation for land acquired by the state.

The green paper on land Reform 2011 has four main salient sections-which are designed to address the shortcomings of the current system, these are:

- Vision of Land Reform;
- Principles of the Land Reform;
- Current Challenges and weakness; and
- An Improved trajectory for Land Reform

The above section may be summarized as follows:

The principles underlying Land Reform are:

- De-racialising the rural economy;
- Democratic and equitable land allocation and use across race, gender and class; and
- A sustained production discipline for food security

The current challenges and weakness are:

- The willing seller/ willing buyer model has distorted land market;
- A fragmented beneficiary support system;
- Land administration in communal areas;
- Beneficiary selection for land redistribution;
- Declining agricultural contribution to the GDP;
- Increase in rural unemployment; and
- A problematic restitution model

The improved trajectory for Land Reform aim to:

- Improve on the past and current land reform perspectives; and
- Minimize land redistribution and restitution which do not generate sustainable livelihoods, employment and incomes.

Between 1948 and 1990 the apartheid government relocated millions of black people in both rural and urban areas when creating ethnically-defined homelands. Productive land was lost and farming in rural areas collapsed. On the other hand white commercial farmers were promoted and given massive financial support and subsidies. Ultimately the greatest proportion of the country became fully owned by white farmers who became highly productive. However there remained immense bitterness amongst black South Africans who desired to see their land restored back to rightful owners. Thus after the democratic elections in April 1994 land reform became a high priority government policy.

Land reform and land restitution cases are extremely sensitive and divisive issues that the government has to deal with. The legal and policy framework to facilitate land reform and the process of restoring rights in land to individuals or communities dispossessed of such rights have been adopted by government (Restitution of Land Rights Act-1994).

The Department of Rural Development and Land Reform (DRDLR) launched the District Land Committee (DLC) for Frances Baard District Municipality (FBDM) area of jurisdiction on the 26<sup>th</sup> of February 2015. The DLC was established within the premise of National Development Plan (NDP), chapter 6 which emphasised integration and inclusive rural economy. However, to

correct the marginalisation of the poor South African, land is required as a resource. The “willing Seller willing buyer principle” has not been able to assist the Government to achieve the 30% target of transferring all productive agricultural land in particular to the historically disadvantaged people.

President Cyril Ramaphosa in his 2018 State of the Nation Address (SONA) stated that “We will accelerate our land redistribution programme not only to redress a grave historical injustice, but also to bring more producers into the agricultural sector and to make more land available for cultivation. We will pursue a comprehensive approach that makes effective use of all the mechanisms at our disposal. Guided by the resolutions of the 54<sup>th</sup> National Conference of the governing party, this approach will include the expropriation of land without compensation. We are determined that expropriation without compensation should be implemented in a way that increases agricultural production, improves food security and ensure that the land is returned to those from whom it was taken under colonialism and apartheid. Government will undertake a process of consultation to determine the modalities of the implementation of this resolution. We make a special call to financial institutions to be our partners in mobilising resources to accelerate the land redistribution programme as increased investment will be needed in this sector.”

Irrespective of the prevalent challenges on land reform, Frances Baard District Municipality will continue to pursue the following principles of National Development Plan principles:-

- Enable a more rapid transfer of agricultural land to more black farmers without distorting land markets or business confidence in the agribusiness sector;
- Ensure sustainable production on the transferred land;
- Establish Institutional arrangements to monitor land markets against undue opportunism, corruption and speculation; and
- Provide opportunity to White commercial farmers and organised industry bodies to mentor emerging black farmers.

▪ **Geographic Information System (GIS)**

GIS is a system designed to capture, store, manipulate, analyze, manage, and present all types of geographical data. The technology takes the key word in the study of Geography which means portions of data is spatial.

Phase One of Frances Baard District Municipality Corporate GIS Implementation commenced in September 2009 and was completed in June 2010.

The unit has analytical and technical skills set to effectively and efficiently locate assets in the municipalities and to an extend is inclined to studies or analysis undertaken to the environment and land administration management, e.g. land audit, billing analysis, asset management, land use surveys, etc. The district maintains inventory of data sourced from different departments and industry vendors, that serves as a base information deployed for the planning and decision making.

The technical GIS environment runs on two workstations, GIS server, A0 plotter, A4 printer and four Trimble Juno GPS handheld units to facilitate surveying data capture and update. The mapping software platform is running on ArcGIS product of Esri, SA for operations and support. Frances Baard District Municipality has registered web portal ([www.francesbaardgis.co.za](http://www.francesbaardgis.co.za)), with the intention of hosting this service locally.

Areas of application:

- Infrastructure development;
- Disaster management;
- Environment;
- Spatial planning; and
- Tourism

**Challenges:**

These are the challenges noted from the status quo analysis in three local municipalities:

- GIS Server – the repository storage for data sets and licenses for operation and support requires intensive upgrade;
- Frances Baard DM GIS website service is deployed and hosted, maintained and updated externally. The unit hones the skills of GIS Officer to acquire and increase knowledge necessary; to in the future see the services rendered locally;
- Staffing – GIS operations is hindered by the lack of capacity in local municipality. The initiative to institute services of GIS champion in the three municipalities (Magareng, Phokwane and Dikgatlong) is challenging. Retention of skill for the posts in the municipality which is not conducive;
- Magareng local municipality – currently is with a vacant post and plans to institute relieve has not been successful. It is economically not viable with the budget and space locally, but still going through the process for consideration;
- Phokwane local municipality – the champion is capacitated and knowledgeable to serve locally; and
- Dikgatlong local municipality – planned upskilling to candidates’ in the municipality.

▪ **Records Management**

The unit renders records management support to all local municipalities: Sol Plaatje; Magareng; Dikgatlong; and Phokwane. The unit formulated an implementation plan on how to best assist the local municipalities on matters pertaining to records management.

The three local municipalities; Dikgatlong; Magareng and Phokwane attended a seminar held by the Auditor General on how to address the records management challenges at the local municipalities without records managers.

FDBM is currently in the process of appointing a service provider for the implementation of an Electronic Records Management System (ERMS). The Legal services unit in conjunction with Muncomp systems drafted an addendum to the current contract.

The unit finalized a presentation on e-contract management linked to the electronic records management system; to be implemented as a pilot project.

**Challenges:**

- All local municipalities are without Records Managers to oversee the management of the corporate records; hence, most records management operations are not being addressed; and
- The status quo of the three local municipalities have not changed yet; as per our last inspection in the 2nd quarter.

**2.7 Good Governance and Public Participation****▪ Communication**

Communication in terms of local government must be pro-active and strategic in an effort to influence and set the agenda. Closer cooperation between municipalities and the other spheres of government has grown in importance, to ensure that one government message is taken to the communities.

However, communication is still under-prioritised in the district in terms of recognition that service delivery issues go hand-in-hand with effective communication and participation programmes. With the exception of the Sol Plaatje municipality, all local municipalities have insufficient staff for communication in the district and there is still poor planning and budgeting practices for communication activities.

**I. External Communication****Public Participation**

Through public participation the community is given the opportunity to actively participate in the actual planning process, including the identification of needs, the identification of solutions and the prioritization of projects. The emphasis on public participation has increased and it is crucial that the Frances Baard District Municipality and its local municipalities align their public participation plans to ensure optimal stakeholder engagement.

**Communication Strategy**

Effective strategizing and planning for communication is still lacking and the alignment of communication strategies across the district is crucial to ensure that communication activities across the district are coordinated and focussed on the needs of stakeholders. Social media users are growing rapidly year-on-year, thus making the inclusion of social media into the media plans that much more important. The district municipality will be assisting with the development of communication strategies at local municipalities to improve coordination of communication activities.

**Communication Forum**

The District Communications Forum creates a platform for communicators within the district to share best practices that will ensure good communication within the district. The main objectives of the forum are to:

- Facilitate communications amongst the three spheres of government;
- Gather and compile relevant information for distribution amongst members;

- To encourage professionalism and collaboration of programmes between spheres of government; and
- To promote training and capacity building through workshops, conferences, study tours, presentations or any other means with regards to official matters.

## **II. Internal Communication**

Good internal communication involves regular and effective two-way communication with all members of staff at all levels and is a critical success factor for any institution.

It is important for municipalities to give priority to the development of internal communication strategies to ensure a cohesive organisation focused on achieving its goals and objectives.

### **Challenges:**

- Local municipalities do not have a clear framework for communication;
- Inadequate media monitoring which results in unpreparedness for rapid response activities;
- Poor planning of the use of modes of communication;
- Poor collaboration of public participation programmes; and
- Capacity constraints at some local municipalities.

### **Internal Audit**

The mandatory responsibilities of internal audit are set out in section 165 of the MFMA and section 45 of the MSA of 2000. Internal audit is an integral component of internal control, risk management and is party to the structures of those charged with governance.

The objective of internal audit in discharging its duties is providing the necessary assurance and advisory services to the municipality including Magareng and Dikgatlong local municipalities. Audit plans are developed annually to carry out audits which are informed by risk assessments in addressing the underlying non-compliance and lack of controls amongst the risk universe.

The audits conducted places management in a position to assess whether the controls of the municipality are sufficient and effective; and to implement recommended actions where there is a need for improvement.

FBDM is still striving to support Magareng and Dikgatlong local municipalities on internal audit services with all its resources.

The audit, performance and risk committee is also extended to support the two local municipalities. Quarterly meetings of the audit committee are held to report on internal audit activities performed for FBDM and the two local municipalities.

There has been improvement regarding performance management system of local municipalities for Internal audit to fulfil the requirements of section 45 of the Municipal Systems Act of 2000 as amended.

The municipality make use of the work of other assurance providers in assisting internal audit to implement the audit plans.

**Challenges:**

- Although the work of other assurance providers in complementing the audit work is pivotal; implementation of the annual audit plans remains a challenge due to the amount of work that must be covered annually; and
- The ongoing historical decreases in the budget needed for additional assurance services will have a negative impact in future. This will result in failure to provide the internal audit services needed for all three municipalities.

**Legal and Compliance**

FBDM has recently established the legal and compliance unit. This unit, in common with the internal audit unit, provides legal and compliance advice to FBDM and to its local municipalities. The legal and compliance unit is positioned in the office of the municipal manager. The unit reports directly to the Municipal Manager.

The unit occupies a strategic position, in that it provides professional legal guidance, advice and opinions; monitoring compliance with the applicable regulatory framework within which municipalities operates; develops and review contracts and other legal documents. The unit has been successful in dealing with all legal matters as received from all departments of the FBDM and its local municipalities.

The Legal Services is responsible for the implementation of the Municipality's Litigation Management Strategy. This strategy recognizes the fact that the role of an in-house municipal Legal Services Unit has evolved. It has changed from being passive into being a proactive and innovative partner with local municipalities within the district. It achieves this by having professionals and a legal intern with broad skills to accomplish the municipality's broad objective of service delivery through high performance, integrity and sound risk management.

Municipal's in-house legal services team have a duty to be involved in major discussions and decisions regarding planning, executing strategic objectives, as well as in assessing and mitigating legal risks. Furthermore, the unit helps shape major transactions, while providing support to the executive management in making major legally related decisions as may be required.

**Risk Management Services**

The Frances Baard District Municipality established a dedicated risk management function in the terms of MFMA Act of 1999, Section 62(1)(c)(i). The risk management unit is positioned under the office of the Municipal Manager and is therefore providing strategic direction on the management of risks.

FBDM and Sol Plaatje local municipality are the only municipalities which have functional risk management units in the district. FBDM is currently providing a shared and support services to both Dikgatlong and Magareng local municipalities excluding Phokwane Local Municipality. A shortcoming on the above mentioned local municipalities in the district is as a result of limited capacity in this area to effectively implement risk management services. FBDM entered into a



Memorandum of Agreement with the two local municipalities which regulates how FBDM anticipates assisting the local municipalities to implement risk management processes.

The Municipal Council has adopted the fraud and risk management policies and strategies which has been implemented in the current year. These policies and strategies were aligned to King Code IV of Corporate Governance and Public Sector Risk Management Framework. The risk management processes of the FBDM were evaluated by the Audit, Performance and Risk Committee (APRC) to be adequate and the significant progress has been noted in this regard as opposed to the preceding financial years. As a result, the risk registers of the municipality have been completed timeously and allowed business managers to take control of action plans to mitigate identified risks. Monitoring of actions plans to reduce the impact and likelihood of residual risks was successfully completed.

There is a long way in reducing all identified risks to acceptable levels and to create an environment that is free from maladministration, inadequate internal controls and fraud. There was no cases of alleged fraud or corruption reported to the risk management unit during 2017/2018 financial year.

The following are the top Six (6) strategic risks that have been identified, the unit managers are tasked in ensuring that these risks are reduced to be within tolerable levels:

- Poor project management at LMs;
- Non-filing of HOD positions;
- Inadequate monitoring of performance information;
- IT Policies might not be reviewed to address CGCIT policy framework;
- Approved Internal Audit Plan might not be fully implemented; and
- Inadequate capacity to take over health service functions from the Local Municipalities.

Although risk management is not a new concept the implementation thereof is still maturing into a fully-fledged unit that will provide strategic direction through effective risk management processes. Oversight is vested with the APRC at the current moment and the quarterly meetings include feedback on risk assessment. Once senior management take full control over risk management and report as risk owners on the effectiveness of mitigating strategies, eventually the municipality will have a full circle in the implementation of an effective and efficient risk management unit.

### **Performance Management System and Committee Services**

#### **I. Performance Management System (PMS)**

According to chapter 6 of the municipal systems act no 32 of 2000 (as amended) and the performance management regulations of August 2006 every municipality in South Africa must establish, implement and maintain a performance management system (PMS) which is commensurate with its resources; best suited for its circumstances and in line with the priorities, objectives, indicators and targets contained in its IDP.

Frances Baard District Municipality approved its first performance management framework on 17 September 2003 and later reviewed in during the 2015/16 financial year. The framework laid the foundation for the development of a PMS policy containing the following components:

- The requirements for performance management system in terms of the Municipal Systems Act of 2000 and the performance management regulations of August 2006;
- The principles that will inform its development and maintenance;
- The process of delegation of responsibilities in respect of the various role players; and
- An action plan for development and implementation.

FBDM has an effective and efficient performance management system in place which consists of two major components that are seamlessly linked to one another, namely:

- The institutional performance management system forms the first level of the system which includes measurement and reporting of municipal performance an entity; and
- The individual performance management system forms the second layer of the performance management system and covers all units in the various departments of the municipality to link up with the upper layer of management (section 57 Managers).

FBDM, as part of its mandate to provide assistance to local municipalities within its area of jurisdiction, ensures that the PMS unit provides support as and when required by the local municipalities of Phokwane, Magareng and Dikgatlong. The performance management system of these three local municipalities has not reached the level equal to the one of FBDM. It is the endeavor of the municipality to help bring the level of PMS of these three local municipalities to the same level as FBDM.

## II. Committee Services

Section 79 of the Municipal Structures Act 117 of 1998 (as amended) stipulates that a municipal council may establish one or more committees necessary for the effective and efficient performance of any of its functions or exercise of any of its powers. Additionally the municipal council must appoint a chairperson and determine the functions of a committee it has established.

The following committees have been established by FBDM Council to ensure effective and efficient functioning of Council:

- Finance Committee, which consists of 5 (five) members;
- Infrastructure Development Committee, which consists of 6 (six) members;
- Planning and Development Committee, which consists of 5 (five) members;
- Social Development Committee, which consists of 5 (five) members; and
- Policy and Institutional Development Committee, which consists of 6 (six) members.

Council also established three additional committees in accordance with local government legislation:

- Audit; Performance and Risk Committee – this committee is established in line with the provisions of section 166(1) of the municipal finance management act (MFMA) no 56 of 2003 (as amended) and consists of three members with one being the chairperson.;
- Oversight Committee – this committee is established in line with the provisions of section 33 and 79 of the municipal structures act no 117 of 1998 (as amended) and it consists of two independent specialists and four councillors from the finance committee; and
- Municipal Public Accounts Committee (MPAC), which consists of 9 (nine) members who are all councillors. The main purpose of the MPAC is to exercise oversight over the executive functionaries of council and to ensure good governance in the municipality.

All the section 79 committees are fully functional and hold meetings at least once a month except for in August and October as per a Council approved annual schedule of meetings. MPAC is the only section 79 committee which sits as and when requested to consider matters referred to it by Council or to deal with any investigation.

The Audit, Performance and Risk Committee is a shared service between Frances Baard District Municipality, Magareng and Dikgatlong Local Municipalities. The committee holds quarterly meetings in all the three municipalities, i.e. FBDM; Dikgatlong and Magareng.

#### **Challenges:**

- The three local municipalities receiving support from FBDM in terms of performance management, i.e. Phokwane; Magareng and Dikgatlong, have no functional performance management systems in place;
- Absence of a strategic framework for implementation of district intergovernmental forum (DIGF) decisions/resolutions; and
- Some sector departments never attended the quarterly technical IGR meetings regularly. These departments send delegations/representatives only when the department needs to disseminate information to the municipalities.

## **2.8 Municipal Financial Viability and Management**

The core functions of the department are to provide an effective and efficient financial management service in respect of the municipal assets, liabilities, revenue and expenditure in a sustained manner to maximise the district municipality's developmental role. Reliance has always been placed on the requirements of the Constitution of South Africa 1996, the Municipal Finance Management Act (MFMA) 26 of 2003, and other relevant legislation in ensuring a secure sound and sustainable management of the financial affairs of the municipality.

Although the municipality relies profoundly on grant funding to finance its operations, it still succeeded to build the capacity of the local municipalities in its area of jurisdiction to assist them to perform their functions and achieve better audit outcomes. The municipality has adopted

the intervention strategies designed in line with section 84 of the Municipal Structures Act 117 of 1998.

The district municipality regressed from an unqualified audit opinion with no findings in the past four (4) financial years to an unqualified audit opinion with no findings in the 2016/17 financial year. Notwithstanding the relapse, the municipality has reviewed its internal policies and still strives to adhere to the effective and efficient internal controls adopted.

The municipality successfully went live with municipal Standard Chart of Accounts (mSCOA) on 01 July 2017 and continued with compliance to the chart as part of the maintenance program for the initiation.

### **3. *DISTRICT-WIDE PRIORITY ISSUES:***

In order to enhance the impact of resources allocation nationally it is imperative that planning within the three spheres of government is aligned. It is from this premise that the district Integrated Development Plan is aligned with the IDP's of local municipalities. To facilitate alignment, the priority issues of all the municipalities are combined to produce district-wide priority issues.

The district-wide priority issues are a summation of the priority issues of the local municipalities. This in essence is the process of alignment between the district integrated development plan and the IDP's of local municipalities.

On this basis the district-wide priority issues for 2018-2019 may be summarized as follows:-

- 1) Water and Sanitation
- 2) Electricity
- 3) Housing
- 4) Roads and storm water
- 5) Township establishment
- 6) Disaster Management
- 7) Environmental Management
- 8) Local economic Development
- 9) Youth Development
- 10) Clean Audit

The provision of basic services (water, electricity, housing, sanitation, etc.) still dominates the priority list of the district municipality and remains a key focus area for attention and support.

### **4. *ALIGNMENT WITH NATIONAL, PROVINCIAL AND DISTRICT PRIORITIES***

In order to achieve maximum impact in resource allocation and project implementation it is critical that the prioritization of needs, allocation of resources and the implementation of projects within and between the three spheres of government is aligned and harmonized. It is through this "concept" that planning at national, provincial and local level relates and informs one another.

Each of the three spheres of government has a planning tool used in the execution of its mandate. At the national level they are: the National Development Plan (NDP), Medium Term Strategic Framework

(MTSF), the National Spatial Development Perspective (NSDP) to mention only a few. At the provincial level it is the Provincial Growth and Development Strategy (PGDS) and Strategic Plans of individual departments, and at the municipal level it is the Integrated Development Plans (IDP's) and Implementation.

In accordance with the provisions of the Constitution of South Africa 1996 and the White Paper on Local Government 1998, municipalities are supposed to be “developmental local government – which is local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives”.

Thus ideally a municipality should:

- Provide democratic and accountable government for local communities;
- Be responsive to the needs of the community;
- Ensure the provision of services to communities in a sustainable manner;
- Promote social and economic development;
- Promote safe and healthy environment;
- Encourage the involvement of communities and community organizations in the matters of local government;
- Facilitate a culture of public service and accountability amongst its staff; and
- Assign clear responsibilities for the management and coordination of this administrative unit and mechanism.

Short, medium and long term steps underpin the vision of the district municipality in improving the quality of life of communities in the district. Developmental strategic goals, objectives and annual priorities were therefore identified for the five-year electoral term of office of Council. These focus areas are encapsulated in the IDP. Municipal Performance Regulations for Section 56 managers, the main KPA's for municipalities are:-

- Basic service delivery;
- Municipal Institutional Development and Transformation;
- Local Economic Development (LED);
- Municipal Financial Viability and Management; and
- Good governance and public participation.

On this basis therefore strategic priority issues were identified and adopted. The outcome of these strategic goals and priorities with regard to the impact on the community is the reduction of backlogs in infrastructure e.g. increased access to free basic services; increased community participation in the affairs of the municipality, customer care, job creation and poverty alleviation, increased economic growth, safe and healthy environment.

Council is optimistic that the political arrangements allow for solid and stable leadership and the municipality's limited institutional structure has matured to allow for sustainable service delivery within the confines of the delegated powers and functions.

## **5. STRATEGIC OBJECTIVES**

Informed by the district municipality's Turn-around Strategy and the Local Government: Municipal Performance Regulations for Section 56 employees, the following strategic objectives were formulated:

### ***KPA 1: Basic Service Delivery***

**Goal:** *Improved access to sustainable basic services in the District.*

**Objective:**

- To assist LM's with project identification, review and prioritisation in IDP's annually until 2021/22;
- To support the provision of potable water, sanitation facilities, electricity and streets and storm water to households in the district by 2021/22;
- To support the operation and maintenance of infrastructure in the LM's annually by 2021/22;
- To support improved infrastructure planning in the local municipalities in the district by 2022; and
- To create job opportunities for the unemployed through the promotion of EPWP principles in the local municipalities within the district by 2022.

**Goal:** *Facilitate the creation of sustainable human settlement.*

**Objective:**

- To facilitate the reduction in the housing backlog by 2021/2022; and
- To capacitate consumers of human settlements annually until 2022.

### ***KPA 2: Local Economic Development (LED)***

**Goal:** *Facilitate growth and diversification of the district economy by optimizing all available resources.*

**Objective:**

- To build a diverse economic base by 2022;
- To develop learning and skilful economies by 2022;
- To develop inclusive economies by 2022;
- To develop and support enterprises by 2022; and
- Economic Governance.

**Goal: Ensure the development of a vibrant tourism sector that facilitates sustainable economic, environmental and social benefits in the district.**

**Objective**

- To support and promote development of tourism in the local municipalities by 2022;
- To establish and expand a vibrant and sought after destination brand for FBDM by 2022; and
- To facilitate strategic partnerships and participation of all FBDM tourism role players.

***KPA 3: Municipal Institutional Development and Transformation***

**Goal: To promote and support sustainable municipal health and environmental planning and management in the District.**

**Objective:**

- To render effective and sustainable municipal health services in the District by 2021/2022; and
- To render effective and sustainable environmental planning and management in the District by 2021/2022.

**Goal: Promotion and implementation of an effective and efficient Disaster Management and Fire-fighting service in the Frances Baard District.**

**Objective:**

- To develop integrated institutional capacity for Disaster Management at three Local Municipalities by 2021 /2022;
- To implement Response and Recovery mechanisms as per DDMF to four Local Municipalities by 2021/2022;
- To develop Institutional capacity and acquire resources for fire fighting services for 3 local municipalities in the district by 2021/2022; and
- To safeguard council's assets by continuously enhancing and upgrading physical security systems and accessibility by 2021/2022.

**Goal: To provide a fully effective Human Resources Management function to the District and support to local municipalities.**

**Objective:**

- To develop and implement the Human Resources Strategy;
- To develop and implement the WSP that is aligned to the strategic objective of the municipality by 2017/2018; and
- To ensure human resources management support to all departments at FBDM and local municipalities by 2022.

**Goal: Provide sound records, archives and office support services.**

**Objective:**

- To render an effective and cost-efficient office support function by 2021/22; and
- To ensure 100% maintenance of the building and the management of contractors by 2021/22;

**Goal: Rendering an effective and efficient Information Technology services in the district and support to the local municipalities.**

**Objective:**

- To provide and maintain an effective ICT structure in the Frances Baard District Municipality by 2021/22; and
- To provide ICT support to the three (3) local municipalities by 2021.

**Goal: To attain credible and implementable IDPs in the district.**

**Objective:**

- To facilitate the preparation and review of the district municipality 's IDP in compliance with relevant legislation and policies by 2021/2022; and
- To assist and support the local municipalities in the preparation and review of their local municipalities' IDPs 2021/2022.

**Goal: Facilitate the development of sustainable human settlements through effective town and regional planning.**

**Objective:**

- To facilitate the development of urban areas in accordance with approved spatial plans by 2021/2022; and
- To facilitate the preparation of township establishment and Informal settlement upgrading in Local Municipalities 2021/2022.

**Goal: Provision of reliable spatial information as a planning and management tool in order to enhance service delivery in the District.**

**Objective:**

- To ensure the creation of integrated GIS services in the District by 2021/22; and
- To enhance GIS as a planning tool in the District by 2021/22.



#### ***KPA 4: Good Governance and Public Participation***

**Goal:** Create, strengthen and maintain a positive opinion of the district through effective channels of communication.

**Objectives:**

- To provide information to improve public understanding and facilitate collaboration of government activities by 2021/22; and
- To support the improvement of staff engagement to successfully implement the goals of the district municipality by 2021/22;

**Goal:** To provide an effective and professional legal and compliance service in the district..

**Objectives:**

- Provision of legal services to FBDM and assistance to local municipalities upon request 2021/22; and
- Ensure sound legal binding contracts by 2021/22.

**Goal:** Facilitate the provision of internal audit services in the district.

**Objectives:**

- To evaluate and contribute to the implementation and improvement of the efficiency and effectiveness of internal controls and safeguarding of assets of the FBDM and the two local municipalities by 2021/22;
- To evaluate the implementation of performance management system in FBDM and the two local municipalities by 2022;
- To assess matters relating to compliance with legislation in contributing to the sustainable management of the financial affairs of FBDM and the two local municipalities by 2021/22; and
- To assess matters relating to compliance with legislation in contributing to the reliability and integrity of financial and non-financial information in FBDM and the two local municipalities by 2021/22.

**Goal:** Facilitation of fraud and risk management services within district..

**Objective:**

- To identify, assess, document, report and prioritise potential risk events within the district by implementing policies, procedures, strategies and implementation plans necessary to minimise identified risks by 2022; and
- To establish an anti-fraud culture underpinned by high levels of awareness, integrity, impartiality and transparency within the district through implantation of fraud prevention policy, strategy and implementation plan by 2022.

**Goal: Establish and maintain sustainable performance management systems in the district in compliance with legislation.**

**Objective:**

- To maintain a functional and compliant institutional performance management system in FBDM up to 2021/22;
- To assist local municipalities to establish functional and sustainable performance management systems in compliance with legislation in by 2021/2022; and
- To ensure timely, efficient and effective implementation of Council resolutions 2017-2022.

**Goal: Mainstream youth development, promote the advancement of youth economic empowerment and the provision of skills and training.**

**Objective:**

- To facilitate youth development initiatives in the district by 2021/22;
- To develop initiatives to strengthen and support organized youth and civil society youth structures in the district by 2022; and
- To ensure the implementation of the youth skills development plan for the district by 2021/22.

**Goal: Advancing special programmes among the marginalized community groups in the district.**

**Objective:**

- To coordinate and monitor special programmes in the district by 2021/22.

***KPA 5: Municipal Financial Viability and Management***

**Goal: Provide an effective and efficient financial management service in respect of municipal assets, liabilities, revenue and expenditure in a sustained manner to maximise the district municipality's developmental role.**

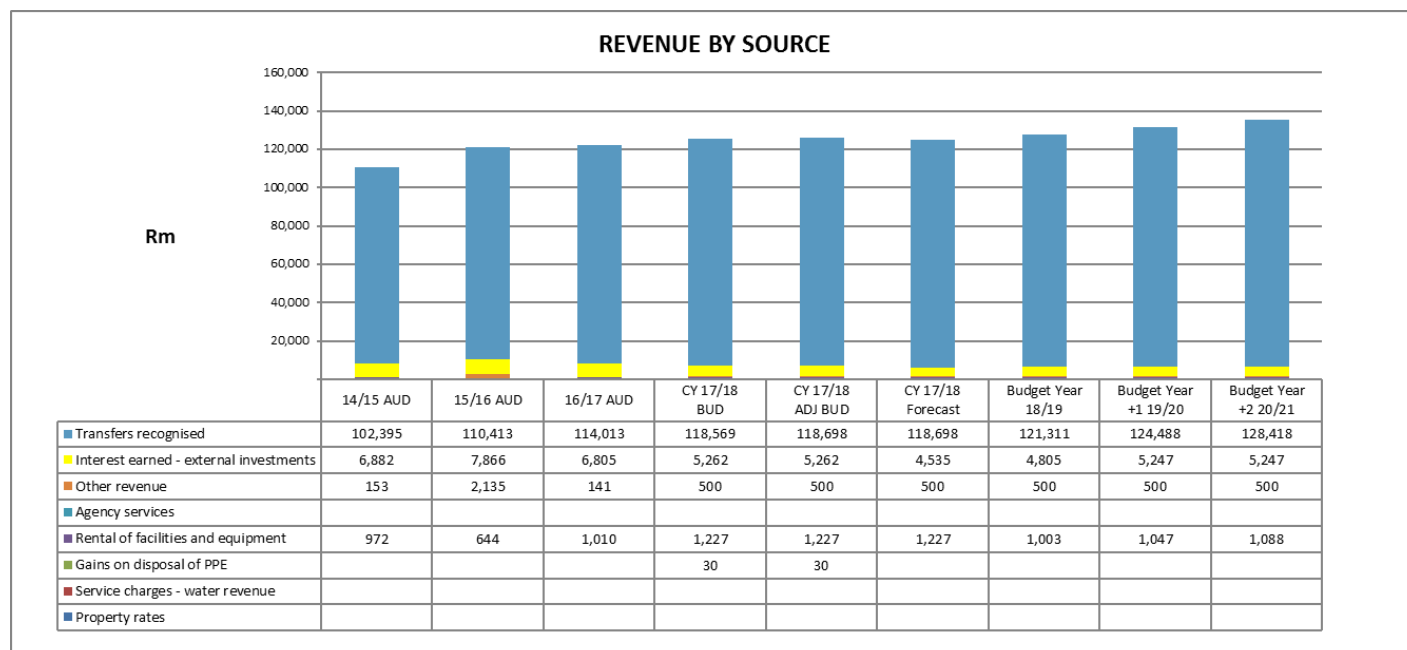
**Objectives:**

- To ensure long-term financial sustainability of the municipality by 2021/22;
- To ensure full compliance with all accounting statutory and legislative requirements by 2021/22;
- To ensure adherence to systems of supply chain management by 2021/22;
- To ensure effective debt collection and implementation of revenue generating strategies by 2021/22;
- To ensure the proper management of cash resources to meet financial liabilities by 2021/22;
- To provide financial management support to four local municipalities by 2021/22; and
- To implement municipal SCOA by 01 July 2017 ensuring it is maintained until 2021/22.

## 6. ANNUAL BUDGET 2018/19 SUMMARY

### 6.1 Revenue by Source:

The following graph indicates the main categories of revenue for the 2018/19 financial year:

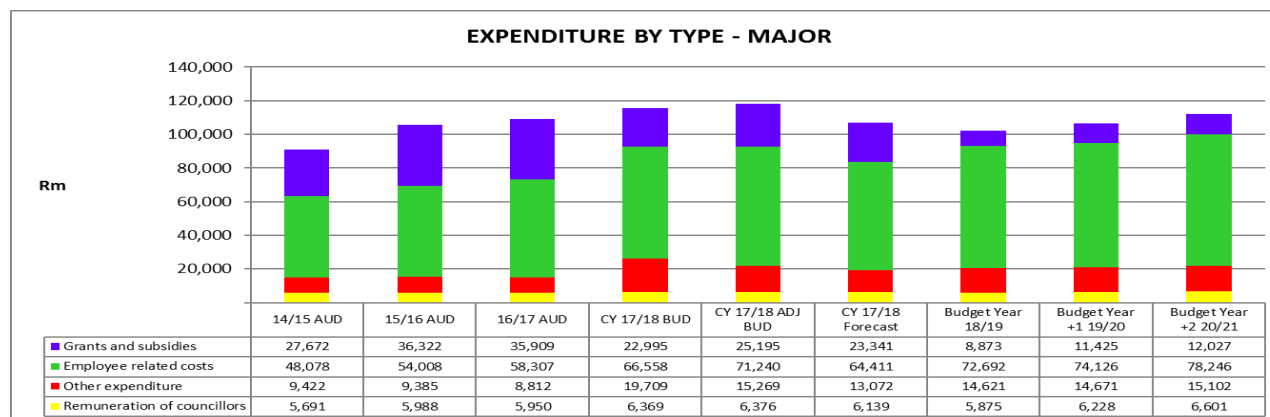


The main source of revenue is still operating grants from government. The growth in income is limited to the the current inflation rate and a increase in the GDP that is expected to be 1.8% in 2019. The low economic growth have a negative impact on the operations of the municipality's ability to sustain a high level of involvement in the district.

The municipality does not render any basic services to the community that can generate revenue.

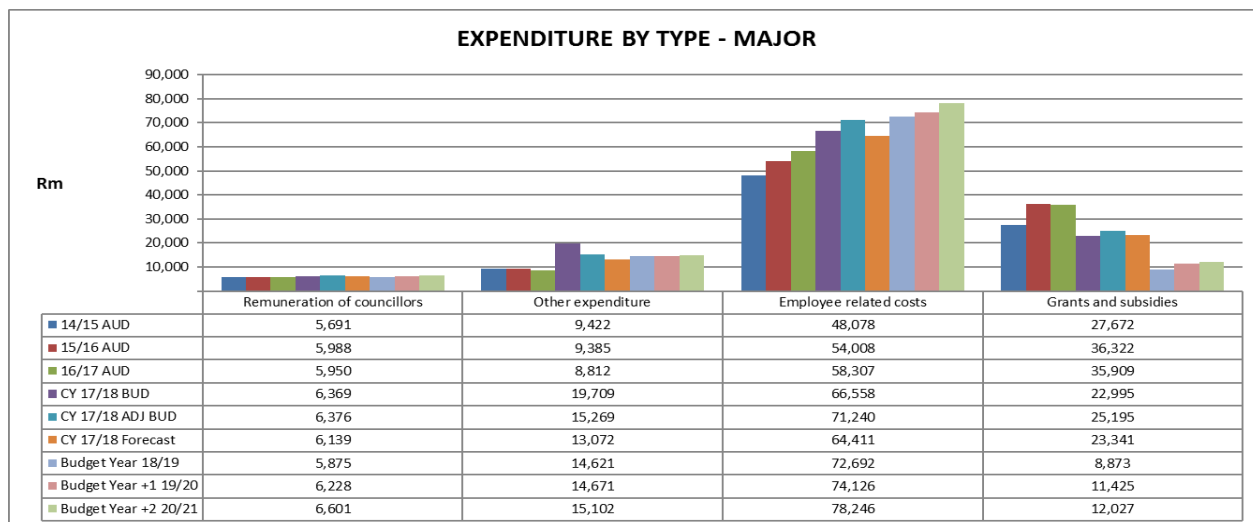
The following graph indicates the main categories of expenditure for the 2018/19 financial year:

### 6.2 Expenditure by Type – Major:



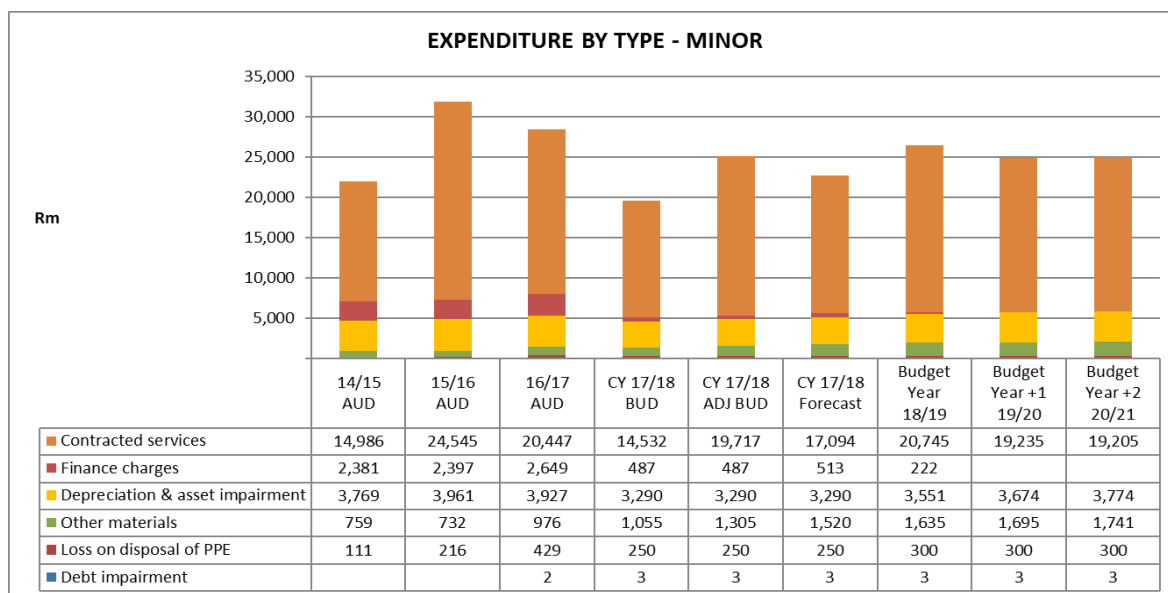
Graph clearly illustrates the increasing trends in employee related costs for 18/19 as opposed to 16/17 financial year, which is due to the outcome of the job evaluation. The effect of the slow economic growth can be seen in the proposed expenditure for grants and subsidy allocations to local municipalities that decreased drastically due to the decline in revenue and cash reserves.

Councillor's remuneration reflects a fair increase over the past years based on the Remuneration of Public Office Bearers Act, 1998 (Act No. 20 Of 1998) .



### 6.3 Expenditure by Type – Minor:

Expenditure relating to minor expenditure consists mainly of finance charges, depreciation & asset impairment, other materials, loss on disposal of PPE and Debt impairment.

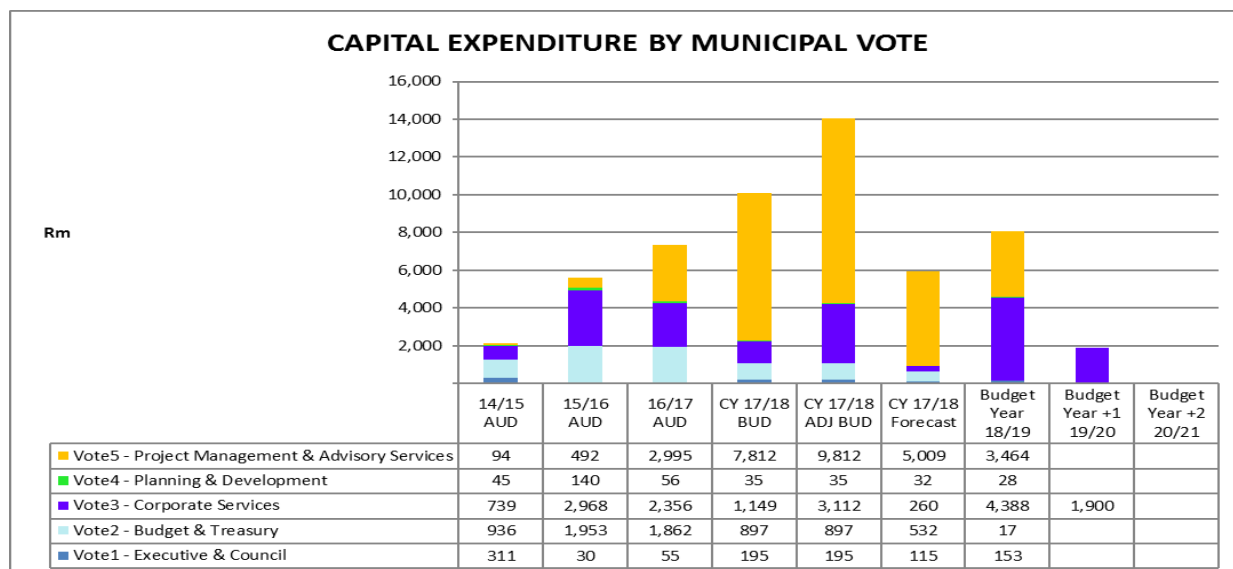


Expenditure for finance charges for 19/20 and 20/21 financial year is not budgeted for as the loan the municipality had with DBSA will be fully paid up in 18/19 financial year.

## 6.4 Capital Expenditure – R8, 050 m

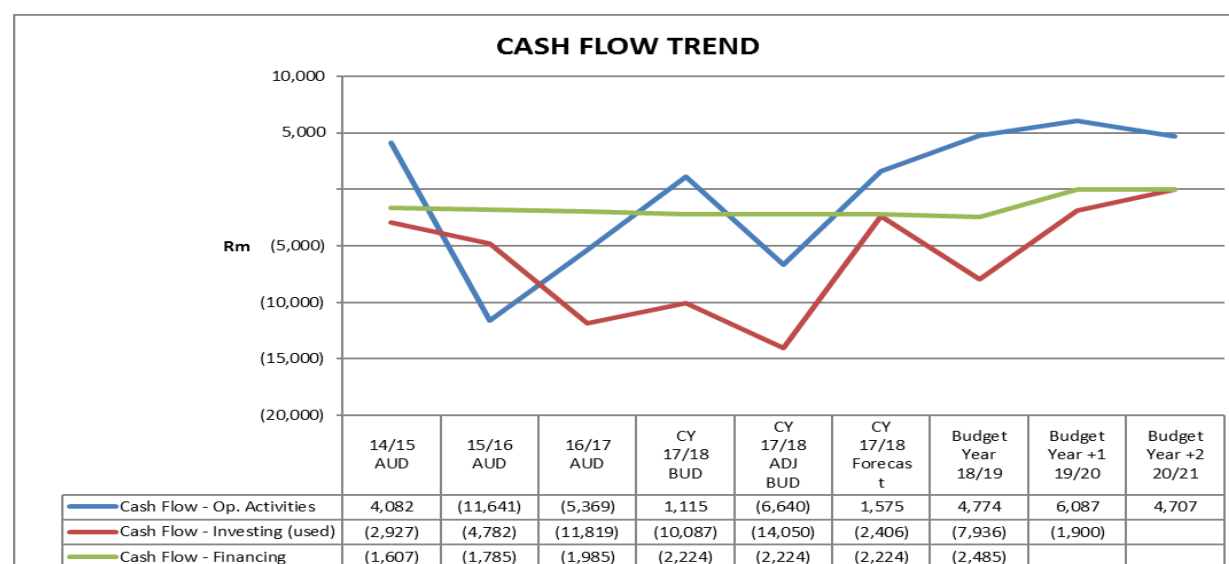
The capital needs of the municipality consists of motor vehicle and office furniture and equipment for the new building, renewals of the exist furniture and equipment and roll-overs on projects from 2017/18 financial year.

## 6.5 Capital Expenditure – Funding Source



Capital Expenditure is funded from internal funding (Table A5 and SA36).

## 6.6 Projected Cash Flows



The projected cash flow of the municipality improved from the past years due to the decline in grant and subsidy allocations to the local municipalities.

## 6.7 Other

### ***SERVICE DELIVERY AND PROPOSED TARIFFS***

Council reviewed and amended its tariff policy in 2015/16 financial year and the following proposed tariffs was implemented with effect from 1 July 2016. The policy was amended on 29 May 2018 by council to effect the 5% rental increase.

#### **Sundry Charges:**

##### ***Finance & Administration:-***

- Rental of Council Facilities
  - Lecture room: R 950 per day per room, excluding VAT
  - If both 1 & 2 utilised: R1, 580 per day, excluding VAT
  - Projector required: R 320 per day, excluding VAT
- A refundable breakage deposit of 20% of total rent amount.
- Tender Documents
  - Bids from R200,000 to R500,000: R100-00 non-refundable deposit (Under discretion of Municipal Manager); and
  - Bids from R500, 001 and More R200-00 non-refundable deposit (Under Discretion of Municipal Manager)

##### ***Planning and Development:-***

- Rental of Plant & Machinery - Grader R960 per hour, excluding VAT

## **7. POLICY REVIEWS**

In accordance with the MFMA the mayor of a municipality must co-ordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget-related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget-related policies are mutually consistent and credible. Therefore all budget related policies were approved by council on 29 May 2018.

The changes will be implemented during the 2018/19 budget year. The following policies have been classified as budget related:

- ***Debt and Credit Control Policy***  
*Approved on 25 May 2005 – review submitted for approval in 29 May 2018 Council meeting*
- ***Tariff Policy***  
*Approved on 23 September 2015– review submitted for approval in 29 May 2018 Council meeting*
- ***Subsistence and Travelling Policy***  
*Approved on 23 September 2015– review submitted for approval in 29 May 2018 Council meeting*

- **Budget Policy**  
*Approved on 23 September 2015– review submitted for approval in 29 May 2018 Council meeting*
- **Cellular Phone and 3G Policy**  
*Approved on 23 September 2015– review submitted for approval in 29 May 2018 Council meeting*
- **Fleet Management Policy**  
*Approved on 23 September 2015– review submitted for approval in 29 May 2018 Council meeting*

***QUALITY CERTIFICATE***



DC9 Frances Baard District Municipality – Quality Certificate: Annual Budget 2018 / 19

I, ZM Bogatsu, Municipal Manager of Frances Baard District Municipality, hereby certify that the annual budget and supporting documentation have been prepared in accordance with the Municipal Finance Management Act and the regulations made under the Act, and that the draft budget and supporting documents are consistent with the Integrated Development Plan of the municipality.

Print Name                Z M Bogatsu

Municipal Manager of Frances Baard District Municipality (DC9)

Signature                 \_\_\_\_\_

Date                        07 June 2018

# ***BUDGET TABLES***

DC9 Frances Baard - Table A1 Budget Summary

Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<b>R thousands</b>									
<b>Financial Performance</b>									
Property rates	–	–	–	–	–	–	–	–	–
Service charges	–	–	–	–	–	–	–	–	–
Investment revenue	6,882	7,866	6,805	5,262	5,262	4,535	4,805	5,247	5,247
Transfers recognised - operational	102,395	110,413	114,013	118,569	118,698	118,698	121,311	124,488	128,418
Other own revenue	1,124	2,779	1,151	1,727	1,727	1,727	1,503	1,547	1,588
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>110,402</b>	<b>121,058</b>	<b>121,968</b>	<b>125,558</b>	<b>125,687</b>	<b>124,960</b>	<b>127,619</b>	<b>131,282</b>	<b>135,253</b>
Employee costs	47,113	52,744	59,057	66,558	71,240	64,411	72,692	74,126	78,246
Remuneration of councillors	5,691	5,988	5,950	6,369	6,376	6,139	5,875	6,228	6,601
Depreciation & asset impairment	3,769	3,961	3,927	3,290	3,290	3,290	3,551	3,674	3,774
Finance charges	2,381	2,397	674	487	487	513	222	–	–
Materials and bulk purchases	3,254	3,521	3,936	1,055	1,305	1,520	1,635	1,695	1,741
Transfers and grants	37,276	54,621	48,947	22,995	25,195	23,341	8,873	11,425	12,027
Other expenditure	13,385	14,323	14,919	34,494	35,239	29,268	35,669	34,208	34,610
<b>Total Expenditure</b>	<b>112,869</b>	<b>137,555</b>	<b>137,409</b>	<b>135,249</b>	<b>143,133</b>	<b>128,482</b>	<b>128,517</b>	<b>131,357</b>	<b>137,001</b>
<b>Surplus/(Deficit)</b>	<b>(2,467)</b>	<b>(16,497)</b>	<b>(15,441)</b>	<b>(9,690)</b>	<b>(17,445)</b>	<b>(3,522)</b>	<b>(898)</b>	<b>(75)</b>	<b>(1,748)</b>
Transfers and subsidies - capital (monetary allocations)	–	–	–	–	–	–	–	–	–
Contributions recognised - capital & contributed assets	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>(2,467)</b>	<b>(16,497)</b>	<b>(15,441)</b>	<b>(9,690)</b>	<b>(17,445)</b>	<b>(3,522)</b>	<b>(898)</b>	<b>(75)</b>	<b>(1,748)</b>
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit) for the year</b>	<b>(2,467)</b>	<b>(16,497)</b>	<b>(15,441)</b>	<b>(9,690)</b>	<b>(17,445)</b>	<b>(3,522)</b>	<b>(898)</b>	<b>(75)</b>	<b>(1,748)</b>
<b>Capital expenditure &amp; funds sources</b>									
<b>Capital expenditure</b>	<b>2,126</b>	<b>5,582</b>	<b>7,325</b>	<b>10,087</b>	<b>14,050</b>	<b>5,947</b>	<b>8,050</b>	<b>1,900</b>	<b>–</b>
Transfers recognised - capital	–	–	–	–	–	–	–	–	–
Public contributions & donations	–	–	–	–	–	–	–	–	–
Borrowing	–	–	–	–	–	–	–	–	–
Internally generated funds	<b>2,126</b>	<b>5,582</b>	<b>7,325</b>	<b>10,087</b>	<b>14,050</b>	<b>5,947</b>	<b>8,050</b>	<b>1,900</b>	<b>–</b>
<b>Total sources of capital funds</b>	<b>2,126</b>	<b>5,582</b>	<b>7,325</b>	<b>10,087</b>	<b>14,050</b>	<b>5,947</b>	<b>8,050</b>	<b>1,900</b>	<b>–</b>
<b>Financial position</b>									
Total current assets	<b>97,164</b>	83,023	66,850	43,395	33,480	53,340	44,551	48,738	53,445
Total non current assets	<b>53,259</b>	56,169	58,654	74,944	72,689	61,310	65,695	63,921	60,146
Total current liabilities	<b>22,579</b>	22,948	24,890	22,767	24,890	25,485	24,757	25,038	25,064
Total non current liabilities	<b>33,379</b>	32,375	32,186	30,011	32,186	34,485	32,000	34,000	36,000
Community wealth/Equity	<b>94,465</b>	83,869	68,427	65,561	49,094	54,680	53,489	53,620	52,527
<b>Cash flows</b>									
Net cash from (used) operating	<b>4,082</b>	(11,641)	(5,369)	1,115	(6,640)	1,575	4,774	6,087	4,707
Net cash from (used) investing	<b>(2,927)</b>	(4,782)	(11,819)	(10,087)	(14,050)	(2,406)	(7,936)	(1,900)	–
Net cash from (used) financing	<b>(1,607)</b>	(1,785)	(1,985)	(2,224)	(2,224)	(2,224)	(2,485)	–	–
<b>Cash/cash equivalents at the year end</b>	<b>87,483</b>	69,275	50,102	40,354	27,188	47,048	41,401	45,588	50,295
<b>Cash backing/surplus reconciliation</b>									
Cash and investments available	<b>92,733</b>	74,825	60,552	45,904	27,188	47,048	41,401	45,588	50,295
Application of cash and investments	<b>11,090</b>	(1,473)	1,421	8,675	9,896	10,447	12,267	12,640	12,749
<b>Balance - surplus (shortfall)</b>	<b>81,643</b>	76,298	59,132	37,228	17,292	36,600	29,134	32,947	37,546
<b>Asset management</b>									
Asset register summary (WDV)	<b>38,533</b>	47,571	50,540	60,796	64,759	53,196	57,695	55,921	52,146
Depreciation	<b>3,769</b>	3,961	3,927	3,290	3,290	3,290	3,551	3,674	3,774
Renewal of Existing Assets	<b>1,149</b>	939	862	730	697	253	893	–	–
Repairs and Maintenance	<b>3,254</b>	3,521	3,936	4,299	4,549	3,877	5,145	5,278	5,012
<b>Free services</b>									
Cost of Free Basic Services provided	–	–	–	–	–	–	–	–	–
Revenue cost of free services provided	–	–	–	–	–	–	–	–	–
<b>Households below minimum service level</b>									
Water:	–	–	–	–	–	–	–	–	–
Sanitation/sewerage:	–	–	–	–	–	–	–	–	–
Energy:	–	–	–	–	–	–	–	–	–
Refuse:	–	–	–	–	–	–	–	–	–

DC9 Frances Baard - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1									
<b>Revenue - Functional</b>										
<i><b>Governance and administration</b></i>		95,955	100,801	104,666	111,288	111,288	110,561	122,632	127,216	130,992
Executive and council		4,733	388	–	–	–	–	–	–	–
Finance and administration		91,223	100,413	104,666	111,288	111,288	110,561	122,632	127,216	130,992
Internal audit		–	–	–	–	–	–	–	–	–
<i><b>Community and public safety</b></i>		1,695	3,650	1,815	1,168	1,168	1,168	368	368	368
Community and social services		315	350	1,015	368	368	368	368	368	368
Sport and recreation		–	–	–	–	–	–	–	–	–
Public safety		–	–	–	–	–	–	–	–	–
Housing		1,380	3,300	800	800	800	800	–	–	–
Health		–	–	–	–	–	–	–	–	–
<i><b>Economic and environmental services</b></i>		12,536	16,607	15,287	13,052	13,052	13,052	4,619	3,698	3,893
Planning and development		9,536	16,607	15,287	13,052	13,052	13,052	4,619	3,698	3,893
Road transport		–	–	–	–	–	–	–	–	–
Environmental protection		3,000	–	–	–	–	–	–	–	–
<i><b>Trading services</b></i>		–	–	–	–	–	–	–	–	–
Energy sources		–	–	–	–	–	–	–	–	–
Water management		–	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–
Waste management		–	–	–	–	–	–	–	–	–
<i><b>Other</b></i>	4	215	–	200	50	179	179	–	–	–
<b>Total Revenue - Functional</b>	2	110,402	121,058	121,968	125,558	125,687	124,960	127,619	131,282	135,253
<b>Expenditure - Functional</b>										
<i><b>Governance and administration</b></i>		52,816	58,339	62,254	70,576	73,318	66,727	70,175	71,832	75,057
Executive and council		14,291	15,231	18,712	20,363	22,000	20,246	19,554	20,464	21,608
Finance and administration		36,910	40,710	40,602	46,681	47,495	43,617	47,229	48,020	49,932
Internal audit		1,614	2,398	2,940	3,532	3,823	2,864	3,392	3,348	3,517
<i><b>Community and public safety</b></i>		9,127	11,921	10,825	12,506	13,737	11,665	12,368	12,403	13,160
Community and social services		4,311	5,140	5,277	7,256	7,601	6,387	8,149	7,933	8,421
Sport and recreation		–	–	–	–	–	–	–	–	–
Public safety		–	–	–	–	–	–	–	–	–
Housing		4,817	6,781	5,549	5,250	6,136	5,278	4,219	4,470	4,739
Health		–	–	–	–	–	–	–	–	–
<i><b>Economic and environmental services</b></i>		47,660	63,186	60,397	46,845	50,776	45,212	41,423	43,329	44,862
Planning and development		45,313	60,698	57,377	43,325	45,766	41,215	34,143	35,681	36,670
Road transport		2,347	2,488	3,020	3,519	5,010	3,997	7,280	7,648	8,192
Environmental protection		–	–	–	–	–	–	–	–	–
<i><b>Trading services</b></i>		–	–	–	–	–	–	–	–	–
Energy sources		–	–	–	–	–	–	–	–	–
Water management		–	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–
Waste management		–	–	–	–	–	–	–	–	–
<i><b>Other</b></i>	4	3,266	4,109	3,933	5,321	5,301	4,879	4,551	3,793	3,921
<b>Total Expenditure - Functional</b>	3	112,869	137,555	137,409	135,248	143,133	128,482	128,517	131,357	137,001
<b>Surplus/(Deficit) for the year</b>		(2,467)	(16,497)	(15,441)	(9,690)	(17,445)	(3,522)	(898)	(75)	(1,748)

DC9 Frances Baard - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1									
<b>Revenue - Functional</b>										
<i>Municipal governance and administration</i>		95,955	100,801	104,666	111,288	111,288	110,561	122,632	127,216	130,992
Executive and council		4,733	388	–	–	–	–	–	–	–
Mayor and Council		4,733	388	–						
Municipal Manager, Town Secretary and Chief Executive										
Finance and administration		91,223	100,413	104,666	111,288	111,288	110,561	122,632	127,216	130,992
Administrative and Corporate Support										
Asset Management										
Budget and Treasury Office		91,223	100,413	104,666	111,288	111,288	110,561	122,632	127,216	130,992
Finance										
Fleet Management										
Human Resources										
Information Technology										
Legal Services										
Marketing, Customer Relations, Publicity and Media Co-ordination										
Property Services										
Risk Management										
Security Services										
Supply Chain Management										
Valuation Service										
Internal audit		–	–	–	–	–	–	–	–	–
Governance Function										
<b>Community and public safety</b>		1,695	3,650	1,815	1,168	1,168	1,168	368	368	368
Community and social services		315	350	1,015	368	368	368	368	368	368
Aged Care										
Agricultural										
Animal Care and Diseases										
Cemeteries, Funeral Parlours and Crematoriums										
Child Care Facilities										
Community Halls and Facilities										
Consumer Protection										
Cultural Matters										
Disaster Management		315	350	1,015	368	368	368	368	368	368
Education										
Indigenous and Customary Law										
Industrial Promotion										
Language Policy										
Libraries and Archives										
Literacy Programmes										
Media Services										
Museums and Art Galleries										
Population Development										
Provincial Cultural Matters										
Theatres										
Zoo's										
Sport and recreation		–	–	–	–	–	–	–	–	–
Beaches and Jetties										
Casinos, Racing, Gambling, Wagering										
Community Parks (including Nurseries)										
Recreational Facilities										
Sports Grounds and Stadiums										
Public safety		–	–	–	–	–	–	–	–	–
Civil Defence										
Cleansing										
Control of Public Nuisances										
Fencing and Fences										
Fire Fighting and Protection										
Licensing and Control of Animals										
Housing		1,380	3,300	800	800	800	800	–	–	–
Housing		1,380	3,300	800	800	800	800	–	–	–
Informal Settlements										
Health		–	–	–	–	–	–	–	–	–
Ambulance										
Health Services										
Laboratory Services										
Food Control										
Health Surveillance and Prevention of Communicable Diseases										
Vector Control										
Chemical Safety										
<b>Economic and environmental services</b>		12,536	16,607	15,287	13,052	13,052	13,052	4,619	3,698	3,893
Planning and development		9,536	16,607	15,287	13,052	13,052	13,052	4,619	3,698	3,893
Billboards										
Corporate Wide Strategic Planning (IDPs, LEDs)										
Central City Improvement District										
Development Facilitation										
Economic Development/Planning		674								
Regional Planning and Development										
Town Planning, Building Regulations and Enforcement, and City										
Project Management Unit		8,862	16,607	15,287	13,052	13,052	13,052	4,619	3,698	3,893
Provincial Planning										
Support to Local Municipalities										
Road transport		–	–	–	–	–	–	–	–	–
Police Forces, Traffic and Street Parking Control										
Pounds										
Public Transport										
Road and Traffic Regulation										
Roads										
Taxi Ranks										
Environmental protection		3,000	–	–	–	–	–	–	–	–
Biodiversity and Landscape										
Coastal Protection										
Indigenous Forests										
Nature Conservation										
Pollution Control		3,000								
Soil Conservation										
<b>Trading services</b>		–	–	–	–	–	–	–	–	–
<b>Other</b>		215	–	200	50	179	179	–	–	–
Abattoirs										
Air Transport										
Forestry										
Licensing and Regulation										
Markets										
Tourism		215	–	200	50	179	179	–	–	–
<b>Total Revenue - Functional</b>	2	110,402	121,058	121,968	125,558	125,687	124,960	127,619	131,282	135,253

<b>Expenditure - Functional</b>									
<b>Municipal governance and administration</b>	<b>52,816</b>	<b>58,339</b>	<b>62,254</b>	<b>70,576</b>	<b>73,318</b>	<b>66,727</b>	<b>70,175</b>	<b>71,832</b>	<b>75,057</b>
Executive and council	14,291	15,231	18,712	20,363	22,000	20,246	19,554	20,464	21,608
<i>Mayor and Council</i>	8,498	8,691	8,933	11,431	11,720	11,015	10,097	10,535	11,153
<i>Municipal Manager, Town Secretary and Chief Executive</i>	5,793	6,541	9,779	8,932	10,280	9,231	9,457	9,928	10,455
Finance and administration	36,910	40,710	40,602	46,681	47,495	43,617	47,229	48,020	49,932
<i>Administrative and Corporate Support</i>	4,721	3,824	3,894	10,933	10,938	10,530	11,342	11,652	12,327
<i>Asset Management</i>					-				
<i>Budget and Treasury Office</i>	17,285	17,786	18,005	17,363	17,747	16,654	18,180	18,363	18,826
<i>Finance</i>					-				
<i>Fleet Management</i>					-				
<i>Human Resources</i>	3,393	3,999	4,216	5,302	5,640	4,781	5,680	5,625	5,897
<i>Information Technology</i>	6,275	7,538	7,892	5,093	4,617	4,188	4,372	4,354	4,559
<i>Legal Services</i>	929	1,613	885	1,254	1,087	1,094	1,293	1,333	1,409
<i>Marketing, Customer Relations, Publicity and Media Co-ordination</i>	1,640	2,124	1,890	2,289	2,473	2,271	2,314	2,437	2,432
<i>Property Services</i>					-				
<i>Risk Management</i>	-	948	962	929	1,283	996	953	1,026	1,081
<i>Security Services</i>					-				
<i>Supply Chain Management</i>	2,667	2,878	2,858	3,518	3,710	3,102	3,095	3,228	3,401
<i>Valuation Service</i>									
Internal audit	1,614	2,398	2,940	3,532	3,823	2,864	3,392	3,348	3,517
<i>Governance Function</i>	1,614	2,398	2,940	3,532	3,823	2,864	3,392	3,348	3,517
<b>Community and public safety</b>	<b>9,127</b>	<b>11,921</b>	<b>10,825</b>	<b>12,506</b>	<b>13,737</b>	<b>11,665</b>	<b>12,368</b>	<b>12,403</b>	<b>13,160</b>
Community and social services	4,311	5,140	5,277	7,256	7,601	6,387	8,149	7,933	8,421
<i>Aged Care</i>									
<i>Agricultural</i>									
<i>Animal Care and Diseases</i>									
<i>Cemeteries, Funeral Parlours and Crematoriums</i>									
<i>Child Care Facilities</i>									
<i>Community Halls and Facilities</i>									
<i>Consumer Protection</i>									
<i>Cultural Matters</i>									
<i>Disaster Management</i>	4,311	5,140	5,277	7,256	7,601	6,387	8,149	7,933	8,421
<i>Education</i>									
<i>Indigenous and Customary Law</i>									
<i>Industrial Promotion</i>									
<i>Language Policy</i>									
<i>Libraries and Archives</i>									
<i>Literacy Programmes</i>									
<i>Media Services</i>									
<i>Museums and Art Galleries</i>									
<i>Population Development</i>									
<i>Provincial Cultural Matters</i>									
<i>Theatres</i>									
<i>Zoo's</i>									
Sport and recreation	-	-	-	-	-	-	-	-	-
<i>Beaches and Jetties</i>									
<i>Casinos, Racing, Gambling, Wagering</i>									
<i>Community Parks (including Nurseries)</i>									
<i>Recreational Facilities</i>									
<i>Sports Grounds and Stadiums</i>									
Public safety	-	-	-	-	-	-	-	-	-
Housing	4,817	6,781	5,549	5,250	6,136	5,278	4,219	4,470	4,739
<i>Housing</i>	4,817	6,781	5,549	5,250	6,136	5,278	4,219	4,470	4,739
<i>Informal Settlements</i>									
Health	-	-	-	-	-	-	-	-	-
<b>Economic and environmental services</b>	<b>47,660</b>	<b>63,186</b>	<b>60,397</b>	<b>46,845</b>	<b>50,776</b>	<b>45,212</b>	<b>41,423</b>	<b>43,329</b>	<b>44,862</b>
Planning and development	45,313	60,698	57,377	43,325	45,766	41,215	34,143	35,681	36,670
<i>Billboards</i>									
<i>Corporate Wide Strategic Planning (IDPs, LED's)</i>									
<i>Central City Improvement District</i>									
<i>Development Facilitation</i>	4,149	3,683	1,886	2,673	2,308	2,166	3,156	2,928	2,963
<i>Economic Development/Planning</i>	4,348	5,302	5,596	5,815	5,542	3,699	8,675	7,331	7,493
<i>Regional Planning and Development</i>	2,911	5,992	3,363	4,542	5,677	5,282	5,151	5,291	5,214
<i>Town Planning, Building Regulations and Enforcement, and City</i>					-				
<i>Project Management Unit</i>	6,933	9,533	46,532	9,736	10,079	9,942	10,161	10,531	11,000
<i>Provincial Planning</i>					-				
<i>Support to Local Municipalities</i>	26,971	36,187		20,560	22,160	20,126	7,000	9,600	10,000
Road transport	2,347	2,488	3,020	3,519	5,010	3,997	7,280	7,648	8,192
<i>Police Forces, Traffic and Street Parking Control</i>									
<i>Pounds</i>									
<i>Public Transport</i>									
<i>Roads</i>									
<i>Taxi Ranks</i>									
<i>Environmental protection</i>	2,347	2,488	3,020	3,519	5,010	3,997	7,280	7,648	8,192
Environmental protection	-	-	-	-	-	-	-	-	-
<b>Trading services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>	<b>3,266</b>	<b>4,109</b>	<b>3,933</b>	<b>5,321</b>	<b>5,301</b>	<b>4,879</b>	<b>4,551</b>	<b>3,793</b>	<b>3,921</b>
<i>Abattoirs</i>									
<i>Air Transport</i>									
<i>Forestry</i>									
<i>Licensing and Regulation</i>									
<i>Markets</i>									
<i>Tourism</i>	3,266	4,109	3,933	5,321	5,301	4,879	4,551	3,793	3,921
<b>Total Expenditure - Functional</b>	<b>112,869</b>	<b>137,555</b>	<b>137,409</b>	<b>135,248</b>	<b>143,133</b>	<b>128,482</b>	<b>128,517</b>	<b>131,357</b>	<b>137,001</b>
<b>Surplus/(Deficit) for the year</b>	<b>(2,467)</b>	<b>(16,497)</b>	<b>(15,441)</b>	<b>(9,690)</b>	<b>(17,445)</b>	<b>(3,522)</b>	<b>(898)</b>	<b>(75)</b>	<b>(1,748)</b>

DC9 Frances Baard - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand										
Revenue by Vote	1									
Vote 1 - Council & Executive		4,733	388	–	–	–	–	–	–	–
Vote 2 - Budget & Treasury		91,223	100,413	104,666	111,288	111,288	110,561	122,632	127,216	130,992
Vote 3 - Corporate Services		3,315	350	1,015	368	368	368	368	368	368
Vote 4 - Planning & Development		889	–	200	50	179	179	–	–	–
Vote 5 - Project Management & Advisory Services		10,242	19,907	16,087	13,852	13,852	13,852	4,619	3,698	3,893
Vote 6 - [NAME OF VOTE 6]		–	–	–	–	–	–	–	–	–
Vote 7 - [NAME OF VOTE 7]		–	–	–	–	–	–	–	–	–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–	–	–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–	–	–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–	–	–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–	–	–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–
Total Revenue by Vote	2	110,402	121,058	121,968	125,558	125,687	124,960	127,619	131,282	135,253
Expenditure by Vote to be appropriated	1									
Vote 1 - Council & Executive		18,474	22,314	25,389	28,367	30,666	27,472	27,505	28,609	30,047
Vote 2 - Budget & Treasury		19,952	20,664	20,863	20,881	21,457	19,756	21,275	21,591	22,227
Vote 3 - Corporate Services		21,047	22,989	24,299	32,103	33,807	29,883	36,824	37,213	39,396
Vote 4 - Planning & Development		14,675	19,086	14,778	18,351	18,827	16,026	21,533	19,343	19,591
Vote 5 - Project Management & Advisory Services		38,721	52,502	52,080	35,546	38,375	35,346	21,380	24,601	25,740
Vote 6 - [NAME OF VOTE 6]		–	–	–	–	–	–	–	–	–
Vote 7 - [NAME OF VOTE 7]		–	–	–	–	–	–	–	–	–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–	–	–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–	–	–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–	–	–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–	–	–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–
Total Expenditure by Vote	2	112,869	137,555	137,409	135,249	143,133	128,482	128,517	131,357	137,001
Surplus/(Deficit) for the year	2	(2,467)	(16,497)	(15,441)	(9,690)	(17,445)	(3,522)	(898)	(75)	(1,748)

DC9 Frances Baard - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description		Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
R thousand			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue by Vote		1									
Vote 1 - Council & Executive			4,733	388	–	–	–	–	–	–	–
1.1 - Council			4,733	388		–	–	–	–	–	–
1.2 - Municipal Manager											
1.3 - Committee Services & Administration											
1.4 - Internal Audit											
1.5 - Communications											
1.6 - Legal & Compliance											
1.7 - Political Office - Administration											
1.8 - Youth Unit											
1.9 - Risk Management											
Vote 2 - Budget & Treasury			91,223	100,413	104,666	111,288	111,288	110,561	122,632	127,216	130,992
2.1 - Directorate			1,250	1,250	1,068	1,250	1,250	1,250	1,000	1,000	1,000
2.2 - Revenue & Expenditure			89,973	99,163	103,511	109,995	109,995	109,268	121,632	126,216	129,992
2.3 - Budget Office					86						
2.4 - Supply Chain											
2.5 - Motor Vehicle Pool						43	43	43	–	–	–
Vote 3 - Corporate Services			3,315	350	1,015	368	368	368	368	368	368
3.1 - Directorate											
3.2 - Information Technology											
3.3 - Human Resource Management											
3.4 - Office Support Services											
3.5 - Environmental Protection			3,000	–							
3.6 - Fire Fighting & Disaster Management			315	350	1,015	368	368	368	368	368	368
Vote 4 - Planning & Development			889	–	200	50	179	179	–	–	–
4.1 - Directorate			674								
4.2 - Local Economic Development											
4.3 - GIS Management											
4.4 - Spacial Planning											
4.5 - Tourism			215		200	50	179	179	–	–	–
4.6 - IDP Management											
4.7 - PMS Management											
Vote 5 - Project Management & Advisory Services			10,242	19,907	16,087	13,852	13,852	13,852	4,619	3,698	3,893
5.1 - Directorate			7,971	16,049	14,385	11,952	11,952	11,952	3,634	2,670	2,825
5.2 - Project Management Services			891	558	902	1,100	1,100	1,100	985	1,028	1,068
5.3 - Maintenance of Roads			1,380	3,300	800	800	800	800	–	–	–
5.4 - Housing											
Total Revenue by Vote		2	110,402	121,058	121,968	125,558	125,687	124,960	127,619	131,282	135,253
Expenditure by Vote		1									
Vote 1 - Council & Executive			18,474	22,314	25,389	28,367	30,666	27,472	27,505	28,609	30,047
1.1 - Council			8,498	8,691	8,933	11,431	11,720	11,015	10,097	10,535	11,153
1.2 - Municipal Manager			2,593	2,747	2,750	2,895	3,252	2,826	3,030	3,203	3,364
1.3 - Committee Services & Administration			3,200	761	1,124	1,293	1,498	1,327	1,259	1,347	1,426
1.4 - Internal Audit			1,614	2,398	2,940	3,532	3,823	2,864	3,392	3,348	3,517
1.5 - Communications			1,640	2,124	1,890	2,289	2,473	2,271	2,314	2,437	2,432
1.6 - Legal & Compliance			929	1,613	885	1,254	1,087	1,094	1,293	1,333	1,409
1.7 - Political Office - Administration			–	3,032	4,267	3,038	3,469	3,115	3,368	3,470	3,659
1.8 - Youth Unit			–	948	1,639	1,706	2,061	1,962	1,800	1,909	2,007
1.9 - Risk Management					962	929	1,283	996	953	1,026	1,081
Vote 2 - Budget & Treasury			19,952	20,664	20,863	20,881	21,457	19,756	21,275	21,591	22,227
2.1 - Directorate			6,739	5,287	5,308	6,908	6,675	6,055	6,787	6,687	6,531
2.2 - Revenue & Expenditure			2,876	3,591	2,825	3,454	3,834	3,465	3,572	3,739	3,947
2.3 - Budget Office			6,821	7,250	8,200	6,958	7,127	6,795	7,821	7,937	8,348
2.4 - Supply Chain			2,667	2,878	2,858	3,518	3,710	3,102	3,095	3,228	3,401
2.5 - Motor Vehicle Pool			849	1,657	1,672	43	112	339	–	–	–
Vote 3 - Corporate Services			21,047	22,989	24,299	32,103	33,807	29,883	36,824	37,213	39,396
3.1 - Directorate			585	331	409	1,638	1,764	1,756	1,880	1,899	2,054
3.2 - Information Technology			4,135	3,493	3,485	5,093	4,617	4,188	4,372	4,354	4,559
3.3 - Human Resource Management			3,393	3,999	4,216	5,302	5,640	4,781	5,680	5,625	5,897
3.4 - Office Support Services			6,275	7,538	7,892	9,295	9,174	8,774	9,462	9,753	10,273
3.5 - Environmental Protection			2,347	2,488	3,020	3,519	5,010	3,997	7,280	7,648	8,192
3.6 - Fire Fighting & Disaster Management			4,311	5,140	5,277	7,256	7,601	6,387	8,149	7,933	8,421
Vote 4 - Planning & Development			14,675	19,086	14,778	18,351	18,827	16,026	21,533	19,343	19,591
4.1 - Directorate			2,444	2,566	1,386	1,520	1,062	1,190	1,790	1,829	1,813
4.2 - Local Economic Development			4,348	5,302	5,596	5,815	6,000	3,699	8,675	7,331	7,493
4.3 - GIS Management			1,431	1,884	1,781	1,876	2,022	1,853	2,085	2,093	1,836
4.4 - Spacial Planning			1,480	4,109	1,581	2,665	3,655	3,429	3,066	3,199	3,378
4.5 - Tourism			3,266	4,109	3,933	5,321	5,301	4,879	4,551	3,793	3,921
4.6 - IDP Management			727	823	110	1,153	788	976	1,366	1,099	1,150
4.7 - PMS Management			978	294	390						
Vote 5 - Project Management & Advisory Services			38,721	52,502	52,080	35,546	38,375	35,346	21,380	24,601	25,740
5.1 - Directorate			2,009	4,199	1,591	1,686	1,686	1,330	1,896	1,940	1,968
5.2 - Project Management Services			31,023	41,210	44,145	27,597	29,529	27,641	14,280	17,163	17,964
5.3 - Maintenance of Roads			872	312	796	1,013	1,024	1,097	985	1,028	1,068
5.4 - Housing			4,817	6,781	5,549	5,250	6,136	5,278	4,219	4,470	4,739
Total Expenditure by Vote		2	112,869	137,555	137,409	135,249	143,133	128,482	128,517	131,357	137,001
Surplus/(Deficit) for the year		2	(2,467)	(16,497)	(15,441)	(9,690)	(17,445)	(3,522)	(898)	(75)	(1,748)



DC9 Frances Baard - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1									
<b>Revenue By Source</b>										
Property rates	2	–	–	–	–	–	–	–	–	–
Service charges - electricity revenue	2	–	–	–	–	–	–	–	–	–
Service charges - water revenue	2	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	2	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	2	–	–	–	–	–	–	–	–	–
Service charges - other										
Rental of facilities and equipment		972	644	1,010	1,227	1,227	1,227	1,003	1,047	1,088
Interest earned - external investments		6,882	7,866	6,805	5,262	5,262	4,535	4,805	5,247	5,247
Interest earned - outstanding debtors										
Dividends received										
Fines, penalties and forfeits										
Licences and permits										
Agency services										
Transfers and subsidies		102,395	110,413	114,013	118,569	118,698	118,698	121,311	124,488	128,418
Other revenue	2	153	2,135	141	500	500	500	500	500	500
Gains on disposal of PPE										
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>110,402</b>	<b>121,058</b>	<b>121,968</b>	<b>125,558</b>	<b>125,687</b>	<b>124,960</b>	<b>127,619</b>	<b>131,282</b>	<b>135,253</b>
<b>Expenditure By Type</b>										
Employee related costs	2	47,113	52,744	59,057	66,558	71,240	64,411	72,692	74,126	78,246
Remuneration of councillors		5,691	5,988	5,950	6,369	6,376	6,139	5,875	6,228	6,601
Debt impairment	3			2	3	3	3	3	3	3
Depreciation & asset impairment	2	3,769	3,961	3,927	3,290	3,290	3,290	3,551	3,674	3,774
Finance charges		2,381	2,397	674	487	487	513	222	–	–
Bulk purchases	2	–	–	–	–	–	–	–	–	–
Other materials	8	3,254	3,521	3,936	1,055	1,305	1,520	1,635	1,695	1,741
Contracted services		–	–	–	14,532	19,717	15,944	20,745	19,235	19,205
Transfers and subsidies		37,276	54,621	48,947	22,995	25,195	23,341	8,873	11,425	12,027
Other expenditure	4, 5	13,275	13,141	14,487	19,709	15,269	13,072	14,621	14,671	15,102
Loss on disposal of PPE		111	1,182	429	250	250	250	300	300	300
<b>Total Expenditure</b>		<b>112,869</b>	<b>137,555</b>	<b>137,409</b>	<b>135,249</b>	<b>143,133</b>	<b>128,482</b>	<b>128,517</b>	<b>131,357</b>	<b>137,001</b>
<b>Surplus/(Deficit)</b>		<b>(2,467)</b>	<b>(16,497)</b>	<b>(15,441)</b>	<b>(9,690)</b>	<b>(17,445)</b>	<b>(3,522)</b>	<b>(898)</b>	<b>(75)</b>	<b>(1,748)</b>
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)										
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)	6	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind - all)										
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>(2,467)</b>	<b>(16,497)</b>	<b>(15,441)</b>	<b>(9,690)</b>	<b>(17,445)</b>	<b>(3,522)</b>	<b>(898)</b>	<b>(75)</b>	<b>(1,748)</b>
Taxation										
<b>Surplus/(Deficit) after taxation</b>		<b>(2,467)</b>	<b>(16,497)</b>	<b>(15,441)</b>	<b>(9,690)</b>	<b>(17,445)</b>	<b>(3,522)</b>	<b>(898)</b>	<b>(75)</b>	<b>(1,748)</b>
Attributable to minorities										
<b>Surplus/(Deficit) attributable to municipality</b>		<b>(2,467)</b>	<b>(16,497)</b>	<b>(15,441)</b>	<b>(9,690)</b>	<b>(17,445)</b>	<b>(3,522)</b>	<b>(898)</b>	<b>(75)</b>	<b>(1,748)</b>
Share of surplus/ (deficit) of associate	7									
<b>Surplus/(Deficit) for the year</b>		<b>(2,467)</b>	<b>(16,497)</b>	<b>(15,441)</b>	<b>(9,690)</b>	<b>(17,445)</b>	<b>(3,522)</b>	<b>(898)</b>	<b>(75)</b>	<b>(1,748)</b>

DC9 Frances Baard - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1									
<b>Capital expenditure - Vote</b>										
<b>Multi-year expenditure to be appropriated</b>	2									
Vote 1 - Council & Executive		-	-	-	-	-	-	-	-	-
Vote 2 - Budget & Treasury		-	-	-	-	-	-	-	-	-
Vote 3 - Corporate Services		-	-	-	-	-	-	-	-	-
Vote 4 - Planning & Development		-	-	-	-	-	-	-	-	-
Vote 5 - Project Management & Advisory Services		-	-	-	-	-	-	-	-	-
Vote 6 - [NAME OF VOTE 6]		-	-	-	-	-	-	-	-	-
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	7	-	-	-	-	-	-	-	-	-
<b>Single-year expenditure to be appropriated</b>	2									
Vote 1 - Council & Executive		311	30	55	195	195	115	153	-	-
Vote 2 - Budget & Treasury		936	1,953	1,862	897	897	532	17	-	-
Vote 3 - Corporate Services		739	2,968	2,356	1,149	3,112	260	4,388	1,900	-
Vote 4 - Planning & Development		45	140	56	35	35	32	28	-	-
Vote 5 - Project Management & Advisory Services		94	492	2,995	7,812	9,812	5,009	3,464	-	-
Vote 6 - [NAME OF VOTE 6]		-	-	-	-	-	-	-	-	-
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
<b>Capital single-year expenditure sub-total</b>		2,125	5,582	7,325	10,087	14,050	5,947	8,050	1,900	-
<b>Total Capital Expenditure - Vote</b>		2,125	5,582	7,325	10,087	14,050	5,947	8,050	1,900	-
<b>Capital Expenditure - Functional</b>										
<b>Governance and administration</b>		1,936	2,348	2,398	2,230	4,193	647	170	-	-
Executive and council		312	30	55	195	195	115	147	-	-
Finance and administration		936	1,953	1,862	897	897	532	17	-	-
Internal audit		688	365	480	1,139	3,102	-	6	-	-
<b>Community and public safety</b>		62	2,593	1,867	6	-	255	3,602	1,900	-
Community and social services		-	-	-	-	-	255	3,602	1,900	-
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		37	2,593	1,867	6	-	-	-	-	-
Housing		26	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-
<b>Economic and environmental services</b>		127	641	3,021	7,852	9,857	5,045	4,254	-	-
Planning and development		113	632	3,012	7,847	9,847	5,040	3,467	-	-
Road transport		-	-	-	-	-	-	-	-	-
Environmental protection		14	10	8	5	11	4	787	-	-
<b>Trading services</b>		-	-	-	-	-	-	-	-	-
Energy sources		-	-	-	-	-	-	-	-	-
Water management		-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-
<b>Other</b>		-	-	39	-	-	-	24	-	-
<b>Total Capital Expenditure - Functional</b>	3	2,126	5,582	7,325	10,087	14,050	5,947	8,050	1,900	-
<b>Funded by:</b>										
National Government										
Provincial Government										
District Municipality										
Other transfers and grants										
<b>Transfers recognised - capital</b>	4	-	-	-	-	-	-	-	-	-
<b>Public contributions &amp; donations</b>	5									
<b>Borrowing</b>	6									
<b>Internally generated funds</b>		2,126	5,582	7,325	10,087	14,050	5,947	8,050	1,900	-
<b>Total Capital Funding</b>	7	2,126	5,582	7,325	10,087	14,050	5,947	8,050	1,900	-

DC9 Frances Baard - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<b>R thousand</b>	<b>1</b>									
<b>Capital expenditure - Municipal Vote</b>										
<b>Multi-year expenditure appropriation</b>	<b>2</b>									
<b>Vote 1 - Council &amp; Executive</b>		-	-	-	-	-	-	-	-	-
1.1 - Council								-	-	-
1.2 - Municipal Manager								-	-	-
1.3 - Committee Services & Administration								-	-	-
1.4 - Internal Audit								-	-	-
1.5 - Communications								-	-	-
1.6 - Legal & Compliance								-	-	-
1.7 - Political Office - Administration								-	-	-
1.8 - Youth Unit								-	-	-
1.9 - Risk Management								-	-	-
<b>Vote 2 - Budget &amp; Treasury</b>		-	-	-	-	-	-	-	-	-
2.1 - Directorate								-	-	-
2.2 - Revenue & Expenditure								-	-	-
2.3 - Budget Office								-	-	-
2.4 - Supply Chain								-	-	-
2.5 - Motor Vehicle Pool								-	-	-
<b>Vote 3 - Corporate Services</b>		-	-	-	-	-	-	-	-	-
3.1 - Directorate								-	-	-
3.2 - Information Technology								-	-	-
3.3 - Human Resource Management								-	-	-
3.4 - Office Support Services								-	-	-
3.5 - Environmental Protection								-	-	-
3.6 - Fire Fighting & Disaster Management								-	-	-
<b>Vote 4 - Planning &amp; Development</b>		-	-	-	-	-	-	-	-	-
4.1 - Directorate								-	-	-
4.2 - Local Economic Development								-	-	-
4.3 - GIS Management								-	-	-
4.4 - Spacial Planning								-	-	-
4.5 - Tourism								-	-	-
4.6 - IDP Management								-	-	-
4.7 - PMS Management								-	-	-
<b>Vote 5 - Project Management &amp; Advisory Services</b>		-	-	-	-	-	-	-	-	-
5.1 - Directorate								-	-	-
5.2 - Project Management Services								-	-	-
5.3 - Maintenance of Roads								-	-	-
5.4 - Housing								-	-	-
<b>Capital expenditure - Municipal Vote</b>										
<b>Single-year expenditure appropriation</b>	<b>2</b>									
<b>Vote 1 - Council &amp; Executive</b>		311	30	55	195	195	115	153	-	-
1.1 - Council		-	-		48	48	10	100	-	-
1.2 - Municipal Manager		2		31	-	-	-	-	-	-
1.3 - Committee Services & Administration		-	-	2	20	20	17	-	-	-
1.4 - Internal Audit		176	-		-	-	-	6	-	-
1.5 - Communications		95	10	22	12	12	10	2	-	-
1.6 - Legal & Compliance		38	3		-	-	-	-	-	-
1.7 - Political Office - Administration			9		108	108	78	40	-	-
1.8 - Youth Unit			9		-	-	-	5	-	-
1.9 - Risk Management					8	8	-	-	-	-
<b>Vote 2 - Budget &amp; Treasury</b>		936	1,953	1,862	897	897	532	17	-	-
2.1 - Directorate		46	14		-	-	-	-	-	-
2.2 - Revenue & Expenditure		4	162	7	71	71	57	-	-	-
2.3 - Budget Office		-	12		473	473	473	5	-	-
2.4 - Supply Chain		46	-		3	3	3	12	-	-
2.5 - Motor Vehicle Pool		840	1,765	1,855	350	350	-	-	-	-
<b>Vote 3 - Corporate Services</b>		739	2,968	2,356	1,149	3,112	260	4,388	1,900	-
3.1 - Directorate		-	-		404	404	-	-	-	-
3.2 - Information Technology		650	245	405	-	9	212	950	-	-
3.3 - Human Resource Management		7	22	57	730	784	-	-	-	-
3.4 - Office Support Services		31	98	18	5	5	32	624	-	-
3.5 - Environmental Protection		14	10	8	11	11	4	787	-	-
3.6 - Fire Fighting & Disaster Management		37	2,593	1,867		1,900	11	2,028	1,900	-
<b>Vote 4 - Planning &amp; Development</b>		45	140	56	35	35	32	28	-	-
4.1 - Directorate					-	-	-	4	-	-
4.2 - Local Economic Development				4	-	-	-	-	-	-
4.3 - GIS Management				3	6	6	3	-	-	-
4.4 - Spacial Planning			19	10	26	26	26	-	-	-
4.5 - Tourism			120	39	-	-	-	24	-	-
4.6 - IDP Management					3	3	3	-	-	-
4.7 - PMS Management		45								
<b>Vote 5 - Project Management &amp; Advisory Services</b>		94	492	2,995	7,812	9,812	5,009	3,464	-	-
5.1 - Directorate		-	19		7,812	9,812	5,009	3,464	-	-
5.2 - Project Management Services		65	473	2,995	-	-	-	-	-	-
5.3 - Maintenance of Roads		3	-		-	-	-	-	-	-
5.4 - Housing		26	-		-	-	-	-	-	-
<b>Capital single-year expenditure sub-total</b>		<b>2,125</b>	<b>5,582</b>	<b>7,325</b>	<b>10,087</b>	<b>14,050</b>	<b>5,947</b>	<b>8,050</b>	<b>1,900</b>	<b>-</b>
<b>Total Capital Expenditure</b>		<b>2,125</b>	<b>5,582</b>	<b>7,325</b>	<b>10,087</b>	<b>14,050</b>	<b>5,947</b>	<b>8,050</b>	<b>1,900</b>	<b>-</b>

DC9 Frances Baard - Table A6 Budgeted Financial Position

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
ASSETS										
Current assets										
Cash		2,983	69,275	50,102	354	643	4,048	401	588	295
Call investment deposits	1	84,500	5,550	10,450	40,000	26,545	43,000	41,000	45,000	50,000
Consumer debtors	1	–	–	–	–	–	–	–	–	–
Other debtors		8,394	7,153	5,141	2,000	5,135	5,135	2,000	2,000	2,000
Current portion of long-term receivables		963	741	819	741	819	819	820	820	820
Inventory	2	324	303	338	300	338	338	330	330	330
Total current assets		97,164	83,023	66,850	43,395	33,480	53,340	44,551	48,738	53,445
Non current assets										
Long-term receivables		9,475	8,598	8,114	8,598	8,114	8,114	8,000	8,000	8,000
Investments		5,250	–	–	5,550					
Investment property										
Investment in Associate										
Property, plant and equipment	3	37,012	46,176	49,311	59,174	63,347	51,595	56,357	54,846	51,335
Agricultural										
Biological										
Intangible		890	763	597	990	597	970	707	444	180
Other non-current assets		631	631	631	631	631	631	631	631	631
Total non current assets		53,259	56,169	58,654	74,944	72,689	61,310	65,695	63,921	60,146
TOTAL ASSETS		150,423	139,191	125,503	118,338	106,170	114,650	110,246	112,659	113,591
LIABILITIES										
Current liabilities										
Bank overdraft	1									
Borrowing	4	1,735	1,988	2,179	–	–	2,485	–	–	–
Consumer deposits										
Trade and other payables	4	11,713	11,519	12,061	22,767	24,890	12,000	12,757	13,038	13,064
Provisions		9,131	9,441	10,651			11,000	12,000	12,000	12,000
Total current liabilities		22,579	22,948	24,890	22,767	24,890	25,485	24,757	25,038	25,064
Non current liabilities										
Borrowing		6,699	4,661	2,485	2,487	2,485	2,485	–	–	–
Provisions		26,681	27,714	29,701	27,524	29,701	32,000	32,000	34,000	36,000
Total non current liabilities		33,379	32,375	32,186	30,011	32,186	34,485	32,000	34,000	36,000
TOTAL LIABILITIES		55,958	55,323	57,076	52,778	57,076	59,970	56,757	59,038	61,064
NET ASSETS	5	94,465	83,869	68,427	65,561	49,094	54,680	53,489	53,620	52,527
COMMUNITY WEALTH/EQUITY										
Accumulated Surplus/(Deficit)		70,057	48,283	40,431	38,590	26,013	31,948	31,313	31,503	30,019
Reserves	4	24,408	35,585	27,996	26,971	23,080	22,732	22,176	22,118	22,508
TOTAL COMMUNITY WEALTH/EQUITY	5	94,465	83,869	68,427	65,561	49,094	54,680	53,489	53,620	52,527

DC9 Frances Baard - Table A7 Budgeted Cash Flows

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand										
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Property rates								-	-	-
Service charges								-	-	-
Other revenue		39	2,292	924	588	588	588	518	519	520
Government - operating	1	103,405	112,569	111,619	118,401	118,401	118,401	121,311	124,488	128,418
Government - capital	1				-	-		-	-	-
Interest		6,882	7,866	6,805	5,262	5,262	5,262	4,805	5,247	5,247
Dividends								-	-	-
Payments										
Suppliers and employees		(67,916)	(78,862)	(75,096)	(100,345)	(105,579)	(98,848)	(112,765)	(112,742)	(117,451)
Finance charges		(1,052)	(884)	(674)	(487)	(487)	(487)	(222)	-	-
Transfers and Grants	1	(37,276)	(54,621)	(48,947)	(22,305)	(24,825)	(23,341)	(8,873)	(11,425)	(12,027)
NET CASH FROM/(USED) OPERATING ACTIVITIES		4,082	(11,641)	(5,369)	1,115	(6,640)	1,575	4,774	6,087	4,707
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE		10						-	-	-
Decrease (Increase) in non-current debtors		(252)					3,135	114	-	-
Decrease (increase) other non-current receivables		38	1,100	406			406	-	-	-
Decrease (increase) in non-current investments		(850)	(300)	(4,900)			-	-	-	-
Payments										
Capital assets		(1,872)	(5,582)	(7,325)	(10,087)	(14,050)	(5,947)	(8,050)	(1,900)	-
NET CASH FROM/(USED) INVESTING ACTIVITIES		(2,927)	(4,782)	(11,819)	(10,087)	(14,050)	(2,406)	(7,936)	(1,900)	-
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans								-	-	-
Borrowing long term/refinancing								-	-	-
Increase (decrease) in consumer deposits								-	-	-
Payments										
Repayment of borrowing		(1,607)	(1,785)	(1,985)	(2,224)	(2,224)	(2,224)	(2,485)	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		(1,607)	(1,785)	(1,985)	(2,224)	(2,224)	(2,224)	(2,485)	-	-
NET INCREASE/(DECREASE) IN CASH HELD										
Cash/cash equivalents at the year begin:	2	87,934	87,483	69,275	51,550	50,102	50,102	47,048	41,401	45,588
Cash/cash equivalents at the year end:	2	87,483	69,275	50,102	40,354	27,188	47,048	41,401	45,588	50,295

DC9 Frances Baard - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand										
<b>Cash and investments available</b>										
Cash/cash equivalents at the year end	1	87,483	69,275	50,102	40,354	27,188	47,048	41,401	45,588	50,295
Other current investments > 90 days		(0)	5,550	10,450	0	(0)	(0)	(0)	(0)	(0)
Non current assets - Investments	1	5,250	–	–	5,550	–	–	–	–	–
<b>Cash and investments available:</b>		<b>92,733</b>	<b>74,825</b>	<b>60,552</b>	<b>45,904</b>	<b>27,188</b>	<b>47,048</b>	<b>41,401</b>	<b>45,588</b>	<b>50,295</b>
<b>Application of cash and investments</b>										
Unspent conditional transfers		1,178	3,074	472	–	–	–	–	–	–
Unspent borrowing		–	–	–	–	–	–	–	–	–
Statutory requirements	2									
Other working capital requirements	3	9,912	(4,546)	949	19,159	20,380	7,490	9,310	9,683	9,791
Other provisions					(13,525)	(13,525)				
Long term investments committed	4	–	–	–	–	–	–	–	–	–
Reserves to be backed by cash/investments	5				3,041	3,041	2,957	2,957	2,957	2,957
<b>Total Application of cash and investments:</b>		<b>11,090</b>	<b>(1,473)</b>	<b>1,421</b>	<b>8,675</b>	<b>9,896</b>	<b>10,447</b>	<b>12,267</b>	<b>12,640</b>	<b>12,749</b>
<b>Surplus(shortfall)</b>		<b>81,643</b>	<b>76,298</b>	<b>59,132</b>	<b>37,228</b>	<b>17,292</b>	<b>36,600</b>	<b>29,134</b>	<b>32,947</b>	<b>37,546</b>

DC9 Frances Baard - Table A9 Asset Management

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand										
<b>CAPITAL EXPENDITURE</b>										
<b><u>Total New Assets</u></b>	1	976	4,643	6,463	9,357	13,353	5,694	7,157	1,900	-
<i>Roads Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
<b>Infrastructure</b>		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	104	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
<b>Community Assets</b>		-	-	104	-	-	-	-	-	-
<b>Heritage Assets</b>		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
<b>Investment properties</b>		-	-	-	-	-	-	-	-	-
Operational Buildings		14	3,051	2,995	7,328	9,328	5,000	3,020	-	-
Housing		-	-	-	-	-	-	-	-	-
<b>Other Assets</b>		14	3,051	2,995	7,328	9,328	5,000	3,020	-	-
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		168	-	-	590	590	470	-	-	-
<b>Intangible Assets</b>		168	-	-	590	590	470	-	-	-
Computer Equipment		161	-	96	463	505	82	3	-	-
Furniture and Office Equipment		-	329	105	743	802	32	1,378	-	-
Machinery and Equipment		633	20	1,821	233	228	110	2,021	1,900	-
Transport Assets		-	1,244	1,343	-	1,900	-	735	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
<b><u>Total Renewal of Existing Assets</u></b>	2	1,149	939	862	730	697	253	893	-	-
<i>Roads Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
<b>Infrastructure</b>		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
<b>Community Assets</b>		-	-	-	-	-	-	-	-	-
<b>Heritage Assets</b>		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
<b>Investment properties</b>		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
<b>Other Assets</b>		-	-	-	-	-	-	-	-	-
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	77	-	250	220	-	-	-	-
<b>Intangible Assets</b>		-	77	-	250	220	-	-	-	-
Computer Equipment		209	350	350	130	127	196	215	-	-
Furniture and Office Equipment		99	-	-	-	-	45	678	-	-
Machinery and Equipment		840	512	512	350	350	12	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
<b><u>Total Upgrading of Existing Assets</u></b>	6	-	-	-	-	-	-	-	-	-
<i>Roads Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
<b>Infrastructure</b>		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
<b>Community Assets</b>		-	-	-	-	-	-	-	-	-
<b>Heritage Assets</b>		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
<b>Investment properties</b>		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
<b>Other Assets</b>		-	-	-	-	-	-	-	-	-
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
<b>Intangible Assets</b>		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
<b><u>Total Capital Expenditure</u></b>	4	-	-	-	-	-	-	-	-	-
<i>Roads Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-

<b>Infrastructure</b>		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	104	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
<b>Community Assets</b>		-	-	<b>104</b>	-	-	-	-	-	-
<b>Heritage Assets</b>		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
<b>Investment properties</b>		-	-	-	-	-	-	-	-	-
Operational Buildings		14	3,051	2,995	7,328	9,328	5,000	3,020	-	-
Housing		-	-	-	-	-	-	-	-	-
<b>Other Assets</b>		<b>14</b>	<b>3,051</b>	<b>2,995</b>	<b>7,328</b>	<b>9,328</b>	<b>5,000</b>	<b>3,020</b>	-	-
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		168	77	-	840	810	470	-	-	-
<b>Intangible Assets</b>		<b>168</b>	<b>77</b>	-	<b>840</b>	<b>810</b>	<b>470</b>	-	-	-
Computer Equipment		370	350	446	593	632	278	218	-	-
Furniture and Office Equipment		99	329	105	743	802	77	2,056	-	-
Machinery and Equipment		1,473	532	2,332	583	578	122	2,021	1,900	-
Transport Assets		-	1,244	1,343	-	1,900	-	735	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
<b>TOTAL CAPITAL EXPENDITURE - Asset class</b>		<b>2,125</b>	<b>5,582</b>	<b>7,325</b>	<b>10,087</b>	<b>14,050</b>	<b>5,947</b>	<b>8,050</b>	<b>1,900</b>	<b>-</b>
<b>ASSET REGISTER SUMMARY - PPE (WDV)</b>	5									
<i>Roads Infrastructure</i>										
<i>Storm water Infrastructure</i>										
<i>Electrical Infrastructure</i>										
<i>Water Supply Infrastructure</i>										
<i>Sanitation Infrastructure</i>										
<i>Solid Waste Infrastructure</i>										
<i>Rail Infrastructure</i>										
<i>Coastal Infrastructure</i>										
<i>Information and Communication Infrastructure</i>										
<b>Infrastructure</b>		-	-	-	-	-	-	-	-	-
Community Facilities		495	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
<b>Community Assets</b>		<b>495</b>	-	-	-	-	-	-	-	-
<b>Heritage Assets</b>		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		631	631	631	631	631	631	631	631	631
<b>Investment properties</b>		<b>631</b>	<b>631</b>	<b>631</b>	<b>631</b>	<b>631</b>	<b>631</b>	<b>631</b>	<b>631</b>	<b>631</b>
Operational Buildings		26,512	35,817	38,041	47,632	49,632	42,530	45,039	44,529	44,018
Housing		-	-	-	-	-	-	-	-	-
<b>Other Assets</b>		<b>26,512</b>	<b>35,817</b>	<b>38,041</b>	<b>47,632</b>	<b>49,632</b>	<b>42,530</b>	<b>45,039</b>	<b>44,529</b>	<b>44,018</b>
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		890	763	597	990	960	970	707	444	180
<b>Intangible Assets</b>		<b>890</b>	<b>763</b>	<b>597</b>	<b>990</b>	<b>960</b>	<b>970</b>	<b>707</b>	<b>444</b>	<b>180</b>
Computer Equipment		1,722	1,542	1,526	1,565	1,603	1,347	1,076	585	93
Furniture and Office Equipment		2,288	1,826	1,407	1,497	1,557	996	2,540	2,009	1,477
Machinery and Equipment		1,142	2,045	3,416	817	811	3,170	4,821	6,350	5,979
Transport Assets		4,853	4,946	4,921	7,664	9,564	3,551	2,880	1,374	(232)
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
<b>TOTAL ASSET REGISTER SUMMARY - PPE (WDV)</b>	5	<b>38,533</b>	<b>47,571</b>	<b>50,540</b>	<b>60,796</b>	<b>64,759</b>	<b>53,196</b>	<b>57,695</b>	<b>55,921</b>	<b>52,146</b>
<b>EXPENDITURE OTHER ITEMS</b>										
<b>Depreciation</b>	7	3,769	3,961	3,927	3,290	3,290	3,290	3,551	3,674	3,774
<b>Repairs and Maintenance by Asset Class</b>	3	<b>3,254</b>	<b>3,521</b>	<b>3,936</b>	<b>4,299</b>	<b>4,549</b>	<b>3,877</b>	<b>5,145</b>	<b>5,278</b>	<b>5,012</b>
<i>Roads Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
<b>Infrastructure</b>		-	-	-	-	-	-	-	-	-
Community Facilities		40	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
<b>Community Assets</b>		<b>40</b>	-	-	-	-	-	-	-	-
<b>Heritage Assets</b>		<b>4</b>	-	<b>0</b>	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
<b>Investment properties</b>		-	-	-	-	-	-	-	-	-
Operational Buildings		222	345	334	335	348	389	884	920	752
Housing		-	-	-	-	-	-	-	-	-
<b>Other Assets</b>		<b>222</b>	<b>345</b>	<b>334</b>	<b>335</b>	<b>348</b>	<b>389</b>	<b>884</b>	<b>920</b>	<b>752</b>
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		1,903	1,797	2,330	2,289	2,325	2,044	2,320	2,332	2,162
<b>Intangible Assets</b>		<b>1,903</b>	<b>1,797</b>	<b>2,330</b>	<b>2,289</b>	<b>2,325</b>	<b>2,044</b>	<b>2,320</b>	<b>2,332</b>	<b>2,162</b>
Computer Equipment		626	171	123	190	190	117	186	201	196
Furniture and Office Equipment		-	520	442	521	521	571	672	694	725
Machinery and Equipment		229	419	239	441	441	291	364	380	399
Transport Assets		230	269	468	523	724	467	719	749	778
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURE OTHER ITEMS</b>		<b>7,023</b>	<b>7,482</b>	<b>7,863</b>	<b>7,589</b>	<b>7,839</b>	<b>7,168</b>	<b>8,695</b>	<b>8,952</b>	<b>8,787</b>
<i>Renewal and upgrading of Existing Assets as % of total capex</i>		54.1%	16.8%	11.8%	7.2%	5.0%	4.3%	11.1%	0.0%	0.0%
<i>Renewal and upgrading of Existing Assets as % of deprecn</i>		30.5%	23.7%	22.0%	22.2%	21.2%	7.7%	25.2%	0.0%	0.0%
<i>R&amp;M as a % of PPE</i>		8.8%	7.6%	8.0%	7.3%	7.2%	7.5%	9.1%	9.6%	9.8%
<i>Renewal and upgrading and R&amp;M as a % of PPE</i>		11.0%	9.0%	9.0%	8.0%	8.0%	8.0%	10.0%	9.0%	10.0%



DC9 Frances Baard - Table A10 Basic service delivery measurement

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<b>Household service targets</b>	1									
<u>Water:</u>										
Piped water inside dwelling		-	-	-	-	-	-	-	-	-
Piped water inside yard (but not in dwelling)		-	-	-	-	-	-	-	-	-
Using public tap (at least min.service level)	2	-	-	-	-	-	-	-	-	-
Other water supply (at least min.service level)	4	-	-	-	-	-	-	-	-	-
Minimum Service Level and Above sub-total		-	-	-	-	-	-	-	-	-
Using public tap (< min.service level)	3	-	-	-	-	-	-	-	-	-
Other water supply (< min.service level)	4	-	-	-	-	-	-	-	-	-
No water supply		-	-	-	-	-	-	-	-	-
Below Minimum Service Level sub-total		-	-	-	-	-	-	-	-	-
<b>Total number of households</b>	5	-	-	-	-	-	-	-	-	-
<u>Sanitation/sewerage:</u>										
Flush toilet (connected to sewerage)		-	-	-	-	-	-	-	-	-
Flush toilet (with septic tank)		-	-	-	-	-	-	-	-	-
Chemical toilet		-	-	-	-	-	-	-	-	-
Pit toilet (ventilated)		-	-	-	-	-	-	-	-	-
Other toilet provisions (> min.service level)		-	-	-	-	-	-	-	-	-
Minimum Service Level and Above sub-total		-	-	-	-	-	-	-	-	-
Bucket toilet		-	-	-	-	-	-	-	-	-
Other toilet provisions (< min.service level)		-	-	-	-	-	-	-	-	-
No toilet provisions		-	-	-	-	-	-	-	-	-
Below Minimum Service Level sub-total		-	-	-	-	-	-	-	-	-
<b>Total number of households</b>	5	-	-	-	-	-	-	-	-	-
<u>Energy:</u>										
Electricity (at least min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (min.service level)		-	-	-	-	-	-	-	-	-
Minimum Service Level and Above sub-total		-	-	-	-	-	-	-	-	-
Electricity (< min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (< min. service level)		-	-	-	-	-	-	-	-	-
Other energy sources		-	-	-	-	-	-	-	-	-
Below Minimum Service Level sub-total		-	-	-	-	-	-	-	-	-
<b>Total number of households</b>	5	-	-	-	-	-	-	-	-	-
<u>Refuse:</u>										
Removed at least once a week		-	-	-	-	-	-	-	-	-
Minimum Service Level and Above sub-total		-	-	-	-	-	-	-	-	-
Removed less frequently than once a week		-	-	-	-	-	-	-	-	-
Using communal refuse dump		-	-	-	-	-	-	-	-	-
Using own refuse dump		-	-	-	-	-	-	-	-	-
Other rubbish disposal		-	-	-	-	-	-	-	-	-
No rubbish disposal		-	-	-	-	-	-	-	-	-
Below Minimum Service Level sub-total		-	-	-	-	-	-	-	-	-
<b>Total number of households</b>	5	-	-	-	-	-	-	-	-	-
<b>Households receiving Free Basic Service</b>	7									
Water (6 kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free minimum level service)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed at least once a week)		-	-	-	-	-	-	-	-	-
<b>Cost of Free Basic Services provided - Formal Settlements (R'000)</b>	8									
Water (6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed once a week for indigent households)		-	-	-	-	-	-	-	-	-
<b>Cost of Free Basic Services provided - Informal Formal Settlements (R'000)</b>		-	-	-	-	-	-	-	-	-
<b>Total cost of FBS provided</b>		-	-	-	-	-	-	-	-	-
<b>Highest level of free service provided per household</b>										
Property rates (R value threshold)										
Water (kilolitres per household per month)										
Sanitation (kilolitres per household per month)										
Sanitation (Rand per household per month)										
Electricity (kwh per household per month)										
Refuse (average litres per week)										
<b>Revenue cost of subsidised services provided (R'000)</b>	9									
Property rates (tariff adjustment) ( impermissible values per section 17 of MPRA)										
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA		-	-	-	-	-	-	-	-	-
Water (in excess of 6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (in excess of free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (in excess of 50 kwh per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (in excess of one removal a week for indigent households)		-	-	-	-	-	-	-	-	-
Municipal Housing - rental rebates										
Housing - top structure subsidies										
Other	6									
<b>Total revenue cost of subsidised services provided</b>		-	-	-	-	-	-	-	-	-

***OTHER RELATED SUPPORTING  
DOCUMENTATION***

DC9 Frances Baard - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand										
REVENUE ITEMS:										
Property rates	6									
Total Property Rates										
less Revenue Foregone (exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)										
Net Property Rates										
Service charges - electricity revenue	6									
Total Service charges - electricity revenue										
less Revenue Foregone (in excess of 50 kwh per indigent household per month)										
less Cost of Free Basis Services (50 kwh per indigent household per month)										
Net Service charges - electricity revenue										
Service charges - water revenue	6									
Total Service charges - water revenue										
less Revenue Foregone (in excess of 6 kilolitres per indigent household per month)										
less Cost of Free Basis Services (6 kilolitres per indigent household per month)										
Net Service charges - water revenue										
Service charges - sanitation revenue	6									
Total Service charges - sanitation revenue										
less Revenue Foregone (in excess of free sanitation service to indigent households)										
less Cost of Free Basis Services (free sanitation service to indigent households)										
Net Service charges - sanitation revenue										
Service charges - refuse revenue	6									
Total refuse removal revenue										
Total landfill revenue										
less Revenue Foregone (in excess of one removal a week to indigent households)										
less Cost of Free Basis Services (removed once a week to indigent households)										
Net Service charges - refuse revenue										
Other Revenue by source										
Fuel Levy										
Other Revenue										

<b>Contracted services</b>										
Commissions & committees				150	813	171	587	602	615	
Employee assistance programme				380	380	342	380	397	414	
IDP Projects					3	4	355	5	6	
SAMSRA				250	250	250	300	300	300	
Youth programmes				322	322	322	300	302	303	
Spacial planning projects					632	632	563	511	539	
Tracing agents				5	5	5	–	–	–	
Repairs & Maintenance				4,299	4,442	3,843	4,981	4,900	4,886	
LED Programmes				2,114	2,309	1,373	3,566	3,345	3,475	
GIS Projects				326	326	326	420	350	–	
Tourism Projects				1,729	2,409	2,233	1,740	1,522	1,539	
Communication Project				85	45	45	60	48	50	
Project Management				3,369	2,496	2,496	2,496	2,643	2,797	
Indigent Burials				15	15	5	20	20	20	
Fire services				306	367	1	746	633	673	
Security services				780	898	898	888	932	970	
Environmental protection projects					292	292	622	339	352	
Catering Services				402	578	313	721	766	635	
Legal Services					220	68	180	180	180	
HR Projects					350	–	350	–	–	
Special programmes					145	145	90	–	–	
Finance projects					250	250	204	208	157	
Training					1,449	1,211	1,175	1,234	1,297	
Housing programmes					720	720	–	–	–	
Concultyancy										
<b>sub-total</b>	1	–	–	–	14,532	19,717	15,944	20,745	19,235	19,205
<b>Allocations to organs of state:</b>										
Electricity										
Water										
Sanitation										
Other										
<b>Total contracted services</b>		–	–	–	14,532	19,717	15,944	20,745	19,235	19,205
<b>Other Expenditure By Type</b>										
Collection costs										
Contributions to 'other' provisions										
Consultant fees		3,852	3,756	5,675	4,323	–	–	–	–	
Audit fees		1,763	1,887	1,929	2,200	2,200	2,200	2,200	2,200	
General expenses	3	403	317	171	147	169	63	165	185	
Advertisements		947	1,020	718	965	1,380	904	1,616	1,294	
Bank charges		48	48	80	51	126	68	50	53	
Bursaries & Training		148	220	193	1,070	704	500	736	747	
Commemorative days		–	–	–	533	103	81	92	96	
Vehicle operating cost		539	852	553	866	535	13	59	62	
Workmens compensation		–	–	–	432	431	432	429	417	
Communication		461	547	35	846	1,146	731	925	963	
Entertainment		229	225	275	226	286	375	170	179	
Honoraria		–	–	–	14	14	14	19	20	
Insurance		403	340	317	423	493	424	493	494	
Municipal services		2,267	1,429	2,012	2,832	2,432	2,400	2,449	2,571	
Membership fees		636	595	687	760	760	760	761	762	
Resettlement cost		120	221	128	240	240	240	240	240	
Skills develoment levies		–	–	–	583	686	654	584	610	
Travel & Accommodation		1,427	1,657	1,671	3,109	3,464	3,128	3,511	3,671	
Protective clothing		33	28	44	92	102	85	124	126	
<b>Total 'Other' Expenditure</b>	1	13,275	13,141	14,487	19,709	15,269	13,072	14,621	14,671	15,102
<b>by Expenditure Item</b>										
Employee related costs	8									
Other materials								1,966	2,050	1,930
Contracted Services		3,254	3,521	3,936	4,299	4,549	3,877	3,178	3,228	3,082
Other Expenditure										
<b>Total Repairs and Maintenance Expenditure</b>	9	3,254	3,521	3,936	4,299	4,549	3,877	5,145	5,278	5,012

CC9 Frances Baard - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.)																	
Description	Ref	Vote 1 - Council & Executive	Vote 2 - Budget & Treasury	Vote 3 - Corporate Services	Vote 4 - Planning & Development	Vote 5 - Project Management & Advisory Services	Vote 6 - [NAME OF VOTE 6]	Vote 7 - [NAME OF VOTE 7]	Vote 8 - [NAME OF VOTE 8]	Vote 9 - [NAME OF VOTE 9]	Vote 10 - [NAME OF VOTE 10]	Vote 11 - [NAME OF VOTE 11]	Vote 12 - [NAME OF VOTE 12]	Vote 13 - [NAME OF VOTE 13]	Vote 14 - [NAME OF VOTE 14]	Vote 15 - [NAME OF VOTE 15]	Total
R thousand	1																
<b>Revenue By Source</b>																	
Property rates																	-
Service charges - electricity revenue																	-
Service charges - water revenue																	-
Service charges - sanitation revenue																	-
Service charges - refuse revenue																	-
Service charges - other																	-
Rental of facilities and equipment			18			985											1,003
Interest earned - external investments			4,805														4,805
Interest earned - outstanding debtors																	-
Dividends received																	-
Fines, penalties and forfeits																	-
Licences and permits																	-
Agency services																	-
Other revenue			500														500
Transfers and subsidies			117,309	368	-	3,634											121,311
Gains on disposal of PPE																	-
<b>Total Revenue (excluding capital transfers and contributions)</b>		-	<b>122,632</b>	<b>368</b>	-	<b>4,619</b>	-	-	-	-	-	-	-	-	-	-	<b>127,619</b>
<b>Expenditure By Type</b>																	
Employee related costs		14,178	15,235	21,463	11,499	10,317											<b>72,692</b>
Remuneration of councillors		5,875															<b>5,875</b>
Debt impairment		3															<b>3</b>
Depreciation & asset impairment		176	1,818	1,212	79	266											<b>3,551</b>
Finance charges			222														<b>222</b>
Bulk purchases																	-
Other materials		536	428	252	75	344											<b>1,635</b>
Contracted services		1,984	1,708	7,179	7,221	2,652											<b>20,745</b>
Transfers and subsidies		-	-	1,237	636	7,000											<b>8,873</b>
Other expenditure		4,754	1,563	5,480	2,024	800											<b>14,621</b>
Loss on disposal of PPE			300														<b>300</b>
<b>Total Expenditure</b>		<b>27,505</b>	<b>21,275</b>	<b>36,824</b>	<b>21,533</b>	<b>21,380</b>	-	-	-	-	-	-	-	-	-	-	<b>128,517</b>
<b>Surplus/(Deficit)</b>		<b>(27,505)</b>	<b>101,357</b>	<b>(36,456)</b>	<b>(21,533)</b>	<b>(16,761)</b>	-	-	-	-	-	-	-	-	-	-	<b>(898)</b>
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)																	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)																	-
Transfers and subsidies - capital (in-kind - all)																	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>(27,505)</b>	<b>101,357</b>	<b>(36,456)</b>	<b>(21,533)</b>	<b>(16,761)</b>	-	-	-	-	-	-	-	-	-	-	<b>(898)</b>

DC9 Frances Baard - Supporting Table SA3 Supporting detail to 'Budgeted Financial Position'

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand										
ASSETS										
Call investment deposits	2	84,500			40,000	26,545	5,900	35,000	39,000	44,000
Other current investments			5,550	10,450			37,100	6,000	6,000	6,000
Total Call investment deposits			84,500	5,550	10,450	40,000	26,545	43,000	41,000	45,000
Consumer debtors	2									
Less: Provision for debt impairment										
Total Consumer debtors			-	-	-	-	-	-	-	-
Debt impairment provision										
Balance at the beginning of the year										
Contributions to the provision										
Bad debts written off										
Balance at end of year		-	-	-	-	-	-	-	-	-
Property, plant and equipment (PPE)	3									
PPE at cost/valuation (excl. finance leases)		71,037	79,587	85,187	99,934	99,223	90,664	98,714	100,614	100,614
Leases recognised as PPE						-				
Less: Accumulated depreciation		34,025	33,411	35,876	40,760	35,876	39,069	42,357	45,768	49,279
Total Property, plant and equipment (PPE)	2	37,012	46,176	49,311	59,174	63,347	51,595	56,357	54,846	51,335
LIABILITIES										
Current liabilities - Borrowing										
Short term loans (other than bank overdraft)										
Current portion of long-term liabilities		1,735	1,988	2,179			2,485			
Total Current liabilities - Borrowing		1,735	1,988	2,179	-	-	2,485	-	-	-
Trade and other payables	2									
Trade and other creditors		10,535	8,446	11,589	22,767	24,890	12,000	12,757	13,038	13,064
Unspent conditional transfers		1,178	3,074	472						
VAT										
Total Trade and other payables		11,713	11,519	12,061	22,767	24,890	12,000	12,757	13,038	13,064
Non current liabilities - Borrowing	4									
Borrowing		6,699	4,661	2,485	2,487	2,485	2,485			
Finance leases (including PPP asset element)										
Total Non current liabilities - Borrowing		6,699	4,661	2,485	2,487	2,485	2,485	-	-	-
Provisions - non-current										
Retirement benefits		26,681	27,714	29,701	27,524	29,701	32,000	32,000	34,000	36,000
List other major provision items										
Refuse landfill site rehabilitation										
Other										
Total Provisions - non-current		26,681	27,714	29,701	27,524	29,701	32,000	32,000	34,000	36,000
CHANGES IN NET ASSETS										
Accumulated Surplus/(Deficit)	1									
Accumulated Surplus/(Deficit) - opening balance		73,322	70,057	48,283	40,772	41,755	40,431	31,948	31,313	31,503
GRAP adjustments										
Restated balance		73,322	70,057	48,283	40,772	41,755	40,431	31,948	31,313	31,503
Surplus/(Deficit)		(2,467)	(16,497)	(15,441)	(9,690)	(17,445)	(3,522)	(898)	(75)	(1,748)
Appropriations to Reserves		(3,129)	(11,677)		(2,787)	(2,787)	(5,947)	8,050	1,900	-
Transfers from Reserves		2,125	5,582	7,325	10,087	14,050	947	(8,050)	(1,900)	-
Depreciation offsets		207	253	264	207	264	264	264	264	264
Other adjustments			566			(9,823)	(225)			
Accumulated Surplus/(Deficit)			70,057	48,283	40,431	38,590	26,013	31,948	31,313	31,503
Reserves	2									
Housing Development Fund										
Capital replacement		9,187	15,282	7,957	3,041	3,041	2,957	2,957	2,957	2,957
Self-insurance						-				
Other reserves						-				
Revaluation		15,221	20,303	20,039	23,930	20,039	19,775	19,219	19,161	19,551
Total Reserves		24,408	35,585	27,996	26,971	23,080	22,732	22,176	22,118	22,508
TOTAL COMMUNITY WEALTH/EQUITY	2	94,465	83,869	68,427	65,561	49,094	54,680	53,489	53,620	52,527

Total capital expenditure includes expenditure on nationally significant priorities:

Provision of basic services									

DC9 Frances Baard - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Goal Code	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand												
Basic Services	Provision & maintenance of infrastructure & basic services			8,862	16,607	15,287	13,052	13,052	13,052	4,619	3,698	3,893
Municipal Institutional Development And Transformation	Housing			1,380	3,300	800	800	800	800	–	–	–
	Social Services											
	Planning & Development			674								
Local Economic Development	Environmental Health			3,000								
	Fire Fighting & Disaster Management			315	350	1,015	368	368	368	368	368	368
	Local economic Development & Tourism			215		200	50	179	179	–	–	–
Municipal Financial Viability and Management	To effectively manage the revenue and expenditure functions of the municipality			91,223	100,413	104,666	111,288	111,288	110,561	122,632	127,216	130,992
Good Governance and Public Participation	To implement an effective system of budgeting and in year reporting procedures											
	Good Governance			4,733	388							
Allocations to other priorities			2									
Total Revenue (excluding capital transfers and contributions)			1	110,402	121,058	121,968	125,558	125,687	124,960	127,619	131,282	135,253

DC9 Frances Baard - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

2018/19 Medium Term Revenue & Expenditure Framework													
Strategic Objective	Goal	Goal Code	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	
R thousand													
Basic Services	To facilitate and support the eradication of backlogs & maintenance of infrastructure			31,023	41,210	44,145	27,597	29,529	27,641	14,280	17,163	17,964	
	To support maintenance of municipal roads			872	312	796	1,013	1,024	1,097	985	1,028	1,068	
	To facilitate and support provision of housing			4,817	6,781	5,549	5,250	6,136	5,278	4,219	4,470	4,739	
	Management of basic service delivery			2,009	4,199	1,591	1,686	1,686	1,330	1,896	1,940	1,968	
Municipal Institutional Development And Transformation	Prepare and monitor implementation of IDP			1,706	1,117	500	1,153	788	976	1,366	1,099	1,150	
	Manage of planning & Development services			2,444	2,566	1,386	1,520	1,062	1,190	1,790	1,829	1,813	
	To Prepare and Review Spatial Development Frameworks in Municipalities			1,480	4,109	1,581	2,665	3,655	3,429	3,066	3,199	3,378	
	Develop and supply geographic information services to users in the district			1,431	1,884	1,781	1,876	2,022	1,853	2,085	2,093	1,836	
	Provision of effective IT service to all users & stakeholders			4,135	3,493	3,485	5,093	4,617	4,188	4,372	4,354	4,559	
	Provision of an efficient and effective HR & performance management Function			3,393	3,999	4,216	5,302	5,640	4,781	5,680	5,625	5,897	
	To manage auxiliary services efficiently and effectively			6,861	7,869	8,301	10,933	10,938	10,530	11,342	11,652	12,327	
	Rendering of effective environmental protection services and food safety programmes			2,347	2,488	3,020	3,519	5,010	3,997	7,280	7,648	8,192	
	Rendering of disaster management services in the district			4,311	5,140	5,277	7,256	7,601	6,387	8,149	7,933	8,421	
Local Economic Development	Enhance local economic development through LED capacity building and tourism			7,615	9,411	9,529	11,137	11,301	8,579	13,226	11,124	11,414	
Municipal Financial Viability and Management	Ensure that all financial systems and procedures are managed properly and effectively			6,739	5,287	5,308	6,908	6,675	6,055	6,787	6,687	6,531	
	To implement an effective system of supply chain management			2,667	2,878	2,858	3,518	3,710	3,102	3,095	3,228	3,401	
	To implement an effective system of budgeting and in year reporting procedures			6,821	7,250	8,200	6,958	7,127	6,795	7,821	7,937	8,348	
	To effectively manage the revenue and expenditure functions of the municipality and ensure that proper asset			3,725	5,248	4,497	3,497	3,945	3,804	3,572	3,739	3,947	
Good Governance and Public Participation	Political oversight & administration			8,498	8,691	8,933	11,431	11,720	11,015	10,097	10,535	11,153	
	Ensure accountable administration			7,407	8,939	11,080	10,758	12,042	10,133	11,049	11,368	11,965	
	Legal & risk management			929	1,613	1,847	2,183	2,370	2,091	2,246	2,359	2,490	
	Communication Services			1,640	2,124	1,890	2,289	2,473	2,271	2,314	2,437	2,432	
	Youth Development			–	948	1,639	1,706	2,061	1,962	1,800	1,909	2,007	
Allocations to other priorities													
Total Expenditure				1	112,869	137,555	137,409	135,249	143,133	128,482	128,517	131,357	137,001



DC9 Frances Baard - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	Goal Code	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand												
Basic Services	To facilitate and support the eradication of backlogs & maintenance of infrastructure	A		65	473	2,995	–					
	To support maintenance of municipal roads	B		3	–	–	–					
	To facilitate and support provision of housing	C		26	–	–	–					
	Management of basic service delivery	D		–	19	–	7,812	9,812	5,009	3,464	–	–
Municipal Institutional Development And Transformation	Prepare and monitor implementation of IDP	E		45	–	–	3	3	3	–	–	–
	Manage of planning & Development services	F				–	–	–	–	4	–	–
	To Prepare and Review Spatial Development Frameworks in Municipalities	G		–	19	10	26	26	26	–	–	–
	Develop and supply geographic information services to users in the district	H		–	–	3	6	6	3	–	–	–
	Provision of effective IT service to all users & stakeholders	I		650	245	405	–	9	212	950	–	–
	Provision of an efficient and effective HR & performance management Function	J		7	22	57	730	784	–	–	–	–
	To manage auxiliary services efficiently and effectively	K		31	98	18	5	5	32	624	–	–
	Rendering of effective environmental protection services and food safety programmes	L		14	10	8	11	11	4	787	–	–
	Rendering of disaster management services in the district	M		37	2,593	1,867	–	1,900	11	2,028	1,900	–
	Enhance local economic development through LED capacity building and tourism	N		–	120	43	–	–	–	24	–	–
Municipal Financial Viability and Management	Ensure that all financial systems and procedures are managed properly and effectively	O		886	1,779	1,855	350					
	To implement an effective system of supply chain management	P		46	–	–	3	3	3	12	–	–
	To implement an effective system of budgeting and in year reporting procedures	Q		–	12	–	473	473	473	5	–	–
	To effectively manage the revenue and expenditure functions of the municipality and ensure that proper asset	R		4	162	7	71	421	57	–	–	–
Good Governance and Public Participation	Political oversight & administration	S		–	9	–	48	48	10	100	–	–
	Ensure accountable administration	T		179	–	33	532	532	95	46	–	–
	Legal & risk management	U		38	3	–	8	8	–	–	–	–
	Communication Services	V		95	10	22	12	12	10	2	–	–
	Youth Development	W		–	9	–	–	–	–	5	–	–
Allocations to other priorities			3									
Total Capital Expenditure			1	2,125	5,582	7,325	10,087	14,050	5,947	8,050	1,900	–

DC9 Frances Baard - Supporting Table SA7 Measureable performance objectives

Description	Unit of measurement	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<b>Vote1 - Executive &amp; Council</b>										
<b>Good Governance and Public Participation</b>										
<b>Communications</b>										
<i>in the district</i>	%/number of identified	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
To implement a support plan for staff morale and	% implementation of the	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Internal Audit &amp; Risk Management</b>										
<i>control processes, and assessment of compliance</i>	% of compliance	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<i>district by 2022</i>	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<i>fraud and corruption in the district by 2022</i>	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Legal and Compliance</b>										
<i>Provision of legal services in the district by 2022</i>	% of compliance							100.0%	100.0%	100.0%
<i>district by 2022</i>	% of identified programmes							100.0%	100.0%	100.0%
<b>Youth Services</b>										
<i>district by strengthening and supporting organized</i>	% of identified programmes							100.0%	100.0%	100.0%
<b>Special Programmes</b>										
<i>district</i>	% of identified programmes							100.0%	100.0%	100.0%
<b>Vote2 - Budget &amp; Treasury</b>										
<b>Sound Financial Management</b>										
<b>Budget Office</b>										
<i>are in line with MFMA &amp; NT guidelines.</i>	% of compliance	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<i>municipalities in the district</i>	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Revenue &amp; Expenditure</b>										
<i>municipality</i>	% implementation of	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<i>implementation of revenue generation strategies</i>	% of compliance with	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<i>to meet financial liabilities</i>	% of compliance	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>SCM</b>										
<i>local municipalities</i>	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<i>with Council's SCM policy.</i>	% of compliance with	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Vote 3 - Corporate Services</b>										
<b>To render an enabling ICT environment and</b>										
<b>ICT</b>										
<i>service delivery.</i>	% of identified programmes	55.0%	55.0%	70.0%	70.0%	70.0%	80.0%	90.0%	100.0%	100.0%
<i>environment in the local municipalities of the district.</i>	% of identified programmes	65.0%	65.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%
<b>To provide a fully effective Human Resources</b>										
<b>HR</b>										
<i>To develop the Human Resource strategy</i>	% of identified programmes				100.0%	100.0%	100.0%	100.0%		
<i>with training &amp; development programmes.</i>	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<i>To ensure effective human resource planning.</i>	% of compliance	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<i>To ensure the establishment of a district HR forum.</i>	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>To provide sound records, archives and office</b>										
<b>Office Support</b>										
<i>Baard District Municipality and local municipalities</i>	% of compliance							75.0%	75.0%	75.0%
<i>functions</i>	% of identified programmes							100.0%	100.0%	100.0%
<i>To ensure maintenance of the building facilities</i>	% of identified programmes							100.0%	100.0%	100.0%
<b>To render effective &amp; sustained municipal</b>										
<b>Environmental Health</b>										
<i>and management in the Frances Baard District</i>	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<i>standards in the district</i>	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Vote4 - Planning &amp; Development</b>										
<b>To facilitate the preparation of credible IDP's in</b>										
<b>IDP</b>										
<i>municipality's IDP in compliance with legislation and</i>	% of compliance to	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<i>development and review of their IDPs 2021/2022</i>	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>To facilitate growth, development and</b>										
<b>LED</b>										
<i>programmes</i>	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<i>the district (e.g. Agriculture, mining)</i>	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<i>local municipalities</i>	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>To ensure the development of a vibrant tourism</b>										
<b>Tourism</b>										
<i>To promote tourism enterprise development</i>	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<i>involvement in tourism</i>	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<i>destination</i>	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>To provide reliable spatial information as a</b>										
<b>GIS</b>										
<i>municipal service delivery</i>	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>To facilitate the development of sustainable</b>										
<b>Spatial Planning</b>										
<i>To facilitate the development of Brown and Green</i>	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<i>in accordance with approved plans by 2022.</i>	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Fire fighting &amp; Disaster Management</b>										
<b>To promote and implement an effective and</b>										
<i>destitute families</i>	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<i>To build fire fighting capacity in the district</i>	% of identified programmes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<i>To ensure the safeguarding of council's assets</i>	% of compliance to	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Vote 5 - Project Management &amp; Advisory Services</b>										
<b>Provision of basic services</b>										
<b>Project Management Services</b>										
<i>District.</i>	Reduction in service	85.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<i>identification</i>	Funded projects	90.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>To improve housing delivery within the</b>										
<b>Housing</b>										
<i>settlements in the district.</i>	% of compliance to	115.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>And so on for the rest of the Votes</b>										

DC9 Frances Baard - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<b><u>Borrowing Management</u></b>										
Credit Rating										
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	3.5%	3.0%	1.9%	2.0%	1.9%	2.1%	2.1%	0.0%	0.0%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	49.8%	39.3%	33.4%	38.8%	38.8%	43.7%	42.9%	0.0%	0.0%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b><u>Safety of Capital</u></b>										
Gearing	Long Term Borrowing/ Funds & Reserves	27.4%	13.1%	8.9%	9.2%	10.8%	10.9%	0.0%	0.0%	0.0%
<b><u>Liquidity</u></b>										
Current Ratio	Current assets/current liabilities	4.3	3.6	2.7	1.9	1.3	2.1	1.8	1.9	2.1
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	4.3	3.6	2.7	1.9	1.3	2.1	1.8	1.9	2.1
Liquidity Ratio	Monetary Assets/Current Liabilities	3.9	3.3	2.4	1.8	1.1	1.8	1.7	1.8	2.0
<b><u>Revenue Management</u></b>										
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	17.1%	13.6%	11.5%	9.0%	11.2%	11.3%	8.5%	8.2%	8.0%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old									
<b><u>Creditors Management</u></b>										
Creditors System Efficiency	% of Creditors Paid Within Terms (within 'MFMA' s 65(e))									
Creditors to Cash and Investments		12.0%	12.2%	23.1%	56.4%	91.5%	25.5%	30.8%	28.6%	26.0%
<b><u>Other Indicators</u></b>										
Electricity Distribution Losses (2)	Total Volume Losses (kW)									
	Total Cost of Losses (Rand '000)									
	% Volume (units purchased and generated less units sold)/units purchased and generated									
Water Distribution Losses (2)	Total Volume Losses (kℓ)									
	Total Cost of Losses (Rand '000)									
	% Volume (units purchased and generated less units sold)/units purchased and generated									
Employee costs	Employee costs/(Total Revenue - capital revenue)	42.7%	43.6%	48.4%	53.0%	56.7%	51.5%	57.0%	56.5%	57.9%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	47.8%	48.5%	53.3%	58.1%	61.8%	56.5%	61.6%	61.2%	62.7%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	2.9%	2.9%	3.2%	3.4%	3.6%	3.1%	4.0%	4.0%	3.7%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	5.6%	5.3%	3.8%	3.0%	3.0%	3.0%	3.0%	2.8%	2.8%
<b><u>IDP regulation financial viability indicators</u></b>										
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	0.8	1.2	1.1	0.9	0.9	0.9	1.2	1.3	1.3
ii.O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	963.0%	1226.3%	590.2%	223.3%	485.2%	485.2%	281.2%	269.4%	259.2%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	17.4	12.6	8.4	5.1	3.1	6.1	4.7	5.1	5.4

DC9 Frances Baard - Supporting Table SA9 Social, economic and demographic statistics and assumptions

Description of economic indicator	Ref.	Basis of calculation	2001 Census	2007 Survey	2011 Census	2014/15	2015/16	2016/17	Current Year 2017/18	2018/19 Medium Term Revenue & Expenditure Framework		
						Outcome	Outcome	Outcome	Original Budget	Outcome	Outcome	Outcome
<b>Demographics</b> Population Females aged 5 - 14 Males aged 5 - 14 Females aged 15 - 34 Males aged 15 - 34 Unemployment												
<b>Monthly household income (no. of households)</b> No income R1 - R1 600 R1 601 - R3 200 R3 201 - R6 400 R6 401 - R12 800 R12 801 - R25 600 R25 601 - R51 200 R52 201 - R102 400 R102 401 - R204 800 R204 801 - R409 600 R409 601 - R819 200 > R819 200	1, 12											
<b>Poverty profiles (no. of households)</b> < R2 060 per household per month Insert description	13 2											
<b>Household/demographics (000)</b> Number of people in municipal area Number of poor people in municipal area Number of households in municipal area Number of poor households in municipal area Definition of poor household (R per month)												
<b>Housing statistics</b> Formal Informal <b>Total number of households</b> Dwellings provided by municipality Dwellings provided by province/s Dwellings provided by private sector <b>Total new housing dwellings</b>	3  4 5											
<b>Economic</b> Inflation/inflation outlook (CPIX) Interest rate - borrowing Interest rate - investment Remuneration increases Consumption growth (electricity) Consumption growth (water)  <b>Collection rates</b> Property tax/service charges Rental of facilities & equipment Interest - external investments Interest - debtors Revenue from agency services	6  7											

Detail on the provision of municipal services for A10

Total municipal services	Ref.		2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
		<b>Household service targets (000)</b>									
		<b>Water:</b>									
		Piped water inside dwelling	--	--	--	--	--	--	--	--	--
		Piped water inside yard (but not in dwelling)	--	--	--	--	--	--	--	--	--
		Using public tap (at least min.service level)	--	--	--	--	--	--	--	--	--
		Other water supply (at least min.service level)	--	--	--	--	--	--	--	--	--
		<i>Minimum Service Level and Above sub-total</i>	--	--	--	--	--	--	--	--	--
		Using public tap (< min.service level)	--	--	--	--	--	--	--	--	--
		Other water supply (< min.service level)	--	--	--	--	--	--	--	--	--
		No water supply	--	--	--	--	--	--	--	--	--
		<i>Below Minimum Service Level sub-total</i>	--	--	--	--	--	--	--	--	--
		<b>Total number of households</b>	--	--	--	--	--	--	--	--	--
		<b>Sanitation/sewerage:</b>									
		Flush toilet (connected to sewerage)	--	--	--	--	--	--	--	--	--
		Flush toilet (with septic tank)	--	--	--	--	--	--	--	--	--
		Chemical toilet	--	--	--	--	--	--	--	--	--
		Pit toilet (ventilated)	--	--	--	--	--	--	--	--	--
		Other toilet provisions (> min.service level)	--	--	--	--	--	--	--	--	--
		<i>Minimum Service Level and Above sub-total</i>	--	--	--	--	--	--	--	--	--
		Bucket toilet	--	--	--	--	--	--	--	--	--
		Other toilet provisions (< min.service level)	--	--	--	--	--	--	--	--	--
		No toilet provisions	--	--	--	--	--	--	--	--	--
		<i>Below Minimum Service Level sub-total</i>	--	--	--	--	--	--	--	--	--
		<b>Total number of households</b>	--	--	--	--	--	--	--	--	--
		<b>Energy:</b>									
		Electricity (at least min.service level)	--	--	--	--	--	--	--	--	--
		Electricity - prepaid (min.service level)	--	--	--	--	--	--	--	--	--
		<i>Minimum Service Level and Above sub-total</i>	--	--	--	--	--	--	--	--	--
		Electricity (< min.service level)	--	--	--	--	--	--	--	--	--
		Electricity - prepaid (< min. service level)	--	--	--	--	--	--	--	--	--
		Other energy sources	--	--	--	--	--	--	--	--	--
		<i>Below Minimum Service Level sub-total</i>	--	--	--	--	--	--	--	--	--
		<b>Total number of households</b>	--	--	--	--	--	--	--	--	--
		<b>Refuse:</b>									
		Removed at least once a week	--	--	--	--	--	--	--	--	--
		<i>Minimum Service Level and Above sub-total</i>	--	--	--	--	--	--	--	--	--
		Removed less frequently than once a week	--	--	--	--	--	--	--	--	--
		Using communal refuse dump	--	--	--	--	--	--	--	--	--
		Using own refuse dump	--	--	--	--	--	--	--	--	--
		Other rubbish disposal	--	--	--	--	--	--	--	--	--
		No rubbish disposal	--	--	--	--	--	--	--	--	--
		<i>Below Minimum Service Level sub-total</i>	--	--	--	--	--	--	--	--	--
		<b>Total number of households</b>	--	--	--	--	--	--	--	--	--
Municipal in-house services	Ref.		2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21



Names of service providers		<b>Energy:</b> Electricity (at least min.service level) Electricity - prepaid (min.service level) <i>Minimum Service Level and Above sub-total</i> Electricity (< min.service level) Electricity - prepaid (< min. service level) Other energy sources <i>Below Minimum Service Level sub-total</i> <b>Total number of households</b>									
Names of service providers		<b>Refuse:</b> Removed at least once a week <i>Minimum Service Level and Above sub-total</i> Removed less frequently than once a week Using communal refuse dump Using own refuse dump Other rubbish disposal No rubbish disposal <i>Below Minimum Service Level sub-total</i> <b>Total number of households</b>									
Detail of Free Basic Services (FBS) provided			2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Electricity	Ref.	<b>Location of households for each type of FBS</b> Formal settlements - (50 kwh per indigent household per month Rands) <i>Number of HH receiving this type of FBS</i> Informal settlements (Rands) <i>Number of HH receiving this type of FBS</i> Informal settlements targeted for upgrading (Rands) <i>Number of HH receiving this type of FBS</i> Living in informal backyard rental agreement (Rands) <i>Number of HH receiving this type of FBS</i> Other (Rands) <i>Number of HH receiving this type of FBS</i> <b>Total cost of FBS - Electricity for informal settlements</b>									
			-	-	-	-	-	-	-	-	-
Water	Ref.	<b>Location of households for each type of FBS</b> Formal settlements - (6 kilolitre per indigent household per month Rands) <i>Number of HH receiving this type of FBS</i> Informal settlements (Rands) <i>Number of HH receiving this type of FBS</i> Informal settlements targeted for upgrading (Rands) <i>Number of HH receiving this type of FBS</i> Living in informal backyard rental agreement (Rands) <i>Number of HH receiving this type of FBS</i> Other (Rands) <i>Number of HH receiving this type of FBS</i> <b>Total cost of FBS - Water for informal settlements</b>									
			-	-	-	-	-	-	-	-	-
Sanitation	Ref.	<b>Location of households for each type of FBS</b> Formal settlements - (free sanitation service to indigent households) <i>Number of HH receiving this type of FBS</i> Informal settlements (Rands) <i>Number of HH receiving this type of FBS</i> Informal settlements targeted for upgrading (Rands) <i>Number of HH receiving this type of FBS</i> Living in informal backyard rental agreement (Rands) <i>Number of HH receiving this type of FBS</i> Other (Rands) <i>Number of HH receiving this type of FBS</i> <b>Total cost of FBS - Sanitation for informal settlements</b>									
			-	-	-	-	-	-	-	-	-
Refuse Removal	Ref.	<b>Location of households for each type of FBS</b> Formal settlements - (removed once a week to indigent households) <i>Number of HH receiving this type of FBS</i> Informal settlements (Rands) <i>Number of HH receiving this type of FBS</i> Informal settlements targeted for upgrading (Rands) <i>Number of HH receiving this type of FBS</i> Living in informal backyard rental agreement (Rands) <i>Number of HH receiving this type of FBS</i> Other (Rands) <i>Number of HH receiving this type of FBS</i> <b>Total cost of FBS - Refuse Removal for informal settlements</b>									
			-	-	-	-	-	-	-	-	-

DC9 Frances Baard Supporting Table SA10 Funding measurement

Description	MFMA section	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Funding measures											
Cash/cash equivalents at the year end - R'000	18(1)b	1	87,483	69,275	50,102	40,354	27,188	47,048	41,401	45,588	50,295
Cash + investments at the yr end less applications - R'000	18(1)b	2	81,643	76,298	59,132	37,228	17,292	36,600	29,134	32,947	37,546
Cash year end/monthly employee/supplier payments	18(1)b	3	17.4	12.6	8.4	5.1	3.1	6.1	4.7	5.1	5.4
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	(2,260)	(16,244)	(15,177)	(9,483)	(17,181)	(3,258)	(634)	189	(1,484)
Service charge rev % change - macro CPIX target exclusive	18(1)a,(2)	5	N.A.	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	6	3.5%	82.5%	80.3%	34.0%	34.0%	34.0%	34.5%	33.5%	32.7%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	7	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Capital payments % of capital expenditure	18(1)c;19	8	88.1%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grants % of Govt. legislated/gazetted allocations	18(1)a	10							0.0%	0.0%	0.0%
Current consumer debtors % change - incr(decr)	18(1)a	11	N.A.	(15.6%)	(24.5%)	(54.0%)	117.2%	0.0%	(52.6%)	0.0%	0.0%
Long term receivables % change - incr(decr)	18(1)a	12	N.A.	(9.3%)	(5.6%)	6.0%	(5.6%)	0.0%	(1.4%)	0.0%	0.0%
R&M % of Property Plant & Equipment	20(1)(vi)	13	8.8%	7.6%	8.0%	7.3%	7.2%	7.5%	9.1%	9.6%	9.8%
Asset renewal % of capital budget	20(1)(vi)	14	54.1%	16.8%	11.8%	7.2%	5.0%	4.3%	11.1%	0.0%	0.0%

DC9 Frances Baard - Supporting Table SA11 Property rates summary

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<b>Valuation:</b>	1									
Date of valuation:										
Financial year valuation used										
Municipal by-laws s6 in place? (Y/N)	2									
Municipal/assistant valuer appointed? (Y/N)										
Municipal partnership s38 used? (Y/N)										
No. of assistant valuers (FTE)	3									
No. of data collectors (FTE)	3									
No. of internal valuers (FTE)	3									
No. of external valuers (FTE)	3									
No. of additional valuers (FTE)	4									
Valuation appeal board established? (Y/N)										
Implementation time of new valuation roll (mths)										
No. of properties	5									
No. of sectional title values	5									
No. of unreasonably difficult properties s7(2)										
No. of supplementary valuations										
No. of valuation roll amendments										
No. of objections by rate payers										
No. of appeals by rate payers										
No. of successful objections	8									
No. of successful objections > 10%	8									
Supplementary valuation										
Public service infrastructure value (Rm)	5									
Municipality owned property value (Rm)										
<b>Valuation reductions:</b>										
Valuation reductions-public infrastructure (Rm)										
Valuation reductions-nature reserves/park (Rm)										
Valuation reductions-mineral rights (Rm)										
Valuation reductions-R15,000 threshold (Rm)										
Valuation reductions-public worship (Rm)										
Valuation reductions-other (Rm)										
<b>Total valuation reductions:</b>		-	-	-	-	-	-	-	-	-
Total value used for rating (Rm)	5									
Total land value (Rm)	5									
Total value of improvements (Rm)	5									
Total market value (Rm)	5									
<b>Rating:</b>										
Residential rate used to determine rate for other categories? (Y/N)										
Differential rates used? (Y/N)	5									
Limit on annual rate increase (s20)? (Y/N)										
Special rating area used? (Y/N)										
Phasing-in properties s21 (number)										
Rates policy accompanying budget? (Y/N)										
Fixed amount minimum value (R'000)										
Non-residential prescribed ratio s19? (%)										
<b>Rate revenue:</b>										
Rate revenue budget (R '000)	6									
Rate revenue expected to collect (R'000)	6									
Expected cash collection rate (%)										
Special rating areas (R'000)	7									
Rebates, exemptions - indigent (R'000)										
Rebates, exemptions - pensioners (R'000)										
Rebates, exemptions - bona fide farm. (R'000)										
Rebates, exemptions - other (R'000)										
Phase-in reductions/discounts (R'000)										
<b>Total rebates,exemptns,reductns,discs (R'000)</b>		-	-	-	-	-	-	-	-	-



DC9 Frances Baard - Supporting Table SA12a Property rates by category (current year)

Description	Ref	Resi.	Indust.	Bus. & Comm.	Farm props.	State-owned	Muni props.	Public service infra.	Private owned towns	Formal & Informal Settle.	Comm. Land	State trust land	Section 8(2)(n) (note 1)	Protect. Areas	National Monum/ts	Public benefit organs.	Mining Props.
<b>Current Year 2017/18</b>																	
<b>Valuation:</b>																	
No. of properties																	
No. of sectional title property values																	
No. of unreasonably difficult properties s7(2)																	
No. of supplementary valuations																	
Supplementary valuation (Rm)																	
No. of valuation roll amendments																	
No. of objections by rate-payers																	
No. of appeals by rate-payers																	
No. of appeals by rate-payers finalised																	
No. of successful objections	5																
No. of successful objections > 10%	5																
Estimated no. of properties not valued																	
Years since last valuation ( <b>select</b> )																	
Frequency of valuation ( <b>select</b> )																	
Method of valuation used ( <b>select</b> )																	
Base of valuation ( <b>select</b> )																	
Phasing-in properties s21 (number)																	
Combination of rating types used? (Y/N)																	
Flat rate used? (Y/N)																	
Is balance rated by uniform rate/variable rate?																	
<b>Valuation reductions:</b>																	
Valuation reductions-public infrastructure (Rm)																	
Valuation reductions-nature reserves/park (Rm)																	
Valuation reductions-mineral rights (Rm)																	
Valuation reductions-R15,000 threshold (Rm)																	
Valuation reductions-public worship (Rm)																	
Valuation reductions-other (Rm)	2																
<b>Total valuation reductions:</b>																	
Total value used for rating (Rm)	6																
Total land value (Rm)	6																
Total value of improvements (Rm)	6																
Total market value (Rm)	6																
<b>Rating:</b>																	
Average rate	3																
Rate revenue budget (R '000)																	
Rate revenue expected to collect (R'000)																	
Expected cash collection rate (%)	4																
Special rating areas (R'000)																	
Rebates, exemptions - indigent (R'000)																	
Rebates, exemptions - pensioners (R'000)																	
Rebates, exemptions - bona fide farm. (R'000)																	
Rebates, exemptions - other (R'000)																	
Phase-in reductions/discounts (R'000)																	
<b>Total rebates,exemptns,reductns,discs (R'000)</b>																	

DC9 Frances Baard - Supporting Table SA12b Property rates by category (budget year)

Description	Ref	Resi.	Indust.	Bus. & Comm.	Farm props.	State-owned	Muni props.	Public service infra.	Private owned towns	Formal & Informal Settle.	Comm. Land	State trust land	Section 8(2)(n) (note 1)	Protect. Areas	National Monum/ts	Public benefit organs.	Mining Props.
<b>Budget Year 2018/19</b>																	
<b>Valuation:</b>																	
No. of properties																	
No. of sectional title property values																	
No. of unreasonably difficult properties s7(2)																	
No. of supplementary valuations																	
Supplementary valuation (Rm)																	
No. of valuation roll amendments																	
No. of objections by rate-payers																	
No. of appeals by rate-payers																	
No. of appeals by rate-payers finalised																	
No. of successful objections	5																
No. of successful objections > 10%	5																
Estimated no. of properties not valued																	
Years since last valuation ( <b>select</b> )																	
Frequency of valuation ( <b>select</b> )																	
Method of valuation used ( <b>select</b> )																	
Base of valuation ( <b>select</b> )																	
Phasing-in properties s21 (number)																	
Combination of rating types used? (Y/N)																	
Flat rate used? (Y/N)																	
Is balance rated by uniform rate/variable rate?																	
<b>Valuation reductions:</b>																	
Valuation reductions-public infrastructure (Rm)																	
Valuation reductions-nature reserves/park (Rm)																	
Valuation reductions-mineral rights (Rm)																	
Valuation reductions-R15,000 threshold (Rm)																	
Valuation reductions-public worship (Rm)																	
Valuation reductions-other (Rm)	2																
<b>Total valuation reductions:</b>																	
Total value used for rating (Rm)	6																
Total land value (Rm)	6																
Total value of improvements (Rm)	6																
Total market value (Rm)	6																
<b>Rating:</b>																	
Average rate	3																
Rate revenue budget (R '000)																	
Rate revenue expected to collect (R'000)																	
Expected cash collection rate (%)	4																
Special rating areas (R'000)																	
Rebates, exemptions - indigent (R'000)																	
Rebates, exemptions - pensioners (R'000)																	
Rebates, exemptions - bona fide farm. (R'000)																	
Rebates, exemptions - other (R'000)																	
Phase-in reductions/discounts (R'000)																	
<b>Total rebates,exemptns,reductns,discs (R'000)</b>																	

DC9 Frances Baard - Supporting Table SA13a Service Tariffs by category

Description	Ref	Provide description of tariff structure where appropriate	2014/15	2015/16	2016/17	Current Year 2017/18	2018/19 Medium Term Revenue & Expenditure Framework		
							Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<b>Property rates</b> <i>(rate in the Rand)</i> Residential properties Residential properties - vacant land Formal/informal settlements Small holdings Farm properties - used Farm properties - not used Industrial properties Business and commercial properties Communal land - residential Communal land - small holdings Communal land - farm property Communal land - business and commercial Communal land - other State-owned properties Municipal properties Public service infrastructure Privately owned towns serviced by the owner State trust land Restitution and redistribution properties Protected areas National monuments properties	1								
<b>Exemptions, reductions and rebates</b> <i>(Rands)</i> <b>Residential properties</b> R15 000 threshold rebate General residential rebate Indigent rebate or exemption Pensioners/social grants rebate or exemption Temporary relief rebate or exemption Bona fide farmers rebate or exemption <b>Other rebates or exemptions</b>	2		15,000	15,000	15,000	15,000	15,000	15,000	15,000
<b>Water tariffs</b> <b>Domestic</b> Basic charge/fixed fee <i>(Rands/month)</i> Service point - vacant land <i>(Rands/month)</i> Water usage - flat rate tariff <i>(c/kl)</i> Water usage - life line tariff Water usage - Block 1 <i>(c/kl)</i> Water usage - Block 2 <i>(c/kl)</i> Water usage - Block 3 <i>(c/kl)</i> Water usage - Block 4 <i>(c/kl)</i> <b>Other</b>	2	(describe structure) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds)							
<b>Waste water tariffs</b> <b>Domestic</b> Basic charge/fixed fee <i>(Rands/month)</i> Service point - vacant land <i>(Rands/month)</i> Waste water - flat rate tariff <i>(c/kl)</i> Volumetric charge - Block 1 <i>(c/kl)</i> Volumetric charge - Block 2 <i>(c/kl)</i> Volumetric charge - Block 3 <i>(c/kl)</i> Volumetric charge - Block 4 <i>(c/kl)</i> <b>Other</b>	2	(fill in structure) (fill in structure) (fill in structure) (fill in structure)							
<b>Electricity tariffs</b> <b>Domestic</b> Basic charge/fixed fee <i>(Rands/month)</i> Service point - vacant land <i>(Rands/month)</i> FBE Life-line tariff - meter Life-line tariff - prepaid Flat rate tariff - meter <i>(c/kwh)</i> Flat rate tariff - prepaid <i>(c/kwh)</i> Meter - IBT Block 1 <i>(c/kwh)</i> Meter - IBT Block 2 <i>(c/kwh)</i> Meter - IBT Block 3 <i>(c/kwh)</i> Meter - IBT Block 4 <i>(c/kwh)</i> Meter - IBT Block 5 <i>(c/kwh)</i> Prepaid - IBT Block 1 <i>(c/kwh)</i> Prepaid - IBT Block 2 <i>(c/kwh)</i> Prepaid - IBT Block 3 <i>(c/kwh)</i> Prepaid - IBT Block 4 <i>(c/kwh)</i> Prepaid - IBT Block 5 <i>(c/kwh)</i> <b>Other</b>	2	(how is this targeted?) (describe structure) (describe structure)  (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds)							
<b>Waste management tariffs</b> <b>Domestic</b> Street cleaning charge Basic charge/fixed fee 80l bin - once a week 250l bin - once a week									

DC9 Frances Baard - Supporting Table SA13b Service Tariffs by category - explanatory									
Description	Ref	Provide description of tariff structure where appropriate	2014/15	2015/16	2016/17	Current Year 2017/18	2018/19 Medium Term Revenue & Expenditure Framework		
							Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<b>Exemptions, reductions and rebates (Rands)</b> <i>[Insert lines as applicable]</i>									
<b>Water tariffs</b> <i>[Insert blocks as applicable]</i>		(fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds)							
<b>Waste water tariffs</b> <i>[Insert blocks as applicable]</i>		(fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure)							
<b>Electricity tariffs</b> <i>[Insert blocks as applicable]</i>		(fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds)							

DC9 Frances Baard - Supporting Table SA14 Household bills

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19 % incr.	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Rand/cent											
<b>Monthly Account for Household - 'Middle Income Range'</b>	1										
Rates and services charges:											
Property rates											
Electricity: Basic levy											
Electricity: Consumption											
Water: Basic levy											
Water: Consumption											
Sanitation											
Refuse removal											
Other											
sub-total		-	-	-	-	-	-	-	-	-	-
VAT on Services											
Total large household bill:		-	-	-	-	-	-	-	-	-	-
% increase/-decrease			-	-	-	-	-		-	-	-
<b>Monthly Account for Household - 'Affordable Range'</b>	2										
Rates and services charges:											
Property rates											
Electricity: Basic levy											
Electricity: Consumption											
Water: Basic levy											
Water: Consumption											
Sanitation											
Refuse removal											
Other											
sub-total		-	-	-	-	-	-	-	-	-	-
VAT on Services											
Total small household bill:		-	-	-	-	-	-	-	-	-	-
% increase/-decrease			-	-	-	-	-		-	-	-
<b>Monthly Account for Household - 'Indigent' Household receiving free basic services</b>	3										
Rates and services charges:											
Property rates											
Electricity: Basic levy											
Electricity: Consumption											
Water: Basic levy											
Water: Consumption											
Sanitation											
Refuse removal											
Other											
sub-total		-	-	-	-	-	-	-	-	-	-
VAT on Services											
Total small household bill:		-	-	-	-	-	-	-	-	-	-
% increase/-decrease			-	-	-	-	-		-	-	-

DC9 Frances Baard - Supporting Table SA15 Investment particulars by type

Investment type	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand										
Parent municipality										
Securities - National Government										
Listed Corporate Bonds										
Deposits - Bank		89,750	5,550	10,450	45,550	26,545	43,000	41,000	45,000	50,000
Deposits - Public Investment Commissioners										
Deposits - Corporation for Public Deposits										
Bankers Acceptance Certificates										
Negotiable Certificates of Deposit - Banks										
Guaranteed Endowment Policies (sinking)										
Repurchase Agreements - Banks										
Municipal Bonds										
Municipality sub-total	1	89,750	5,550	10,450	45,550	26,545	43,000	41,000	45,000	50,000
Entities										
Securities - National Government										
Listed Corporate Bonds										
Deposits - Bank										
Deposits - Public Investment Commissioners										
Deposits - Corporation for Public Deposits										
Bankers Acceptance Certificates										
Negotiable Certificates of Deposit - Banks										
Guaranteed Endowment Policies (sinking)										
Repurchase Agreements - Banks										
Entities sub-total		-	-	-	-	-	-	-	-	-
Consolidated total:		89,750	5,550	10,450	45,550	26,545	43,000	41,000	45,000	50,000

DC9 Frances Baard - Supporting Table SA16 Investment particulars by maturity

Investments by Maturity	Ref	Period of Investment	Type of Investment	Capital Guarantee (Yes/ No)	Variable or Fixed interest rate	Interest Rate *	Commission Paid (Rands)	Commission Recipient	Expiry date of investment	Opening balance	Interest to be realised	Partial / Premature Withdrawal (4)	Investment Top Up	Closing Balance
Name of institution & investment ID	1	Yrs/Months												
Parent municipality														
ABSA		3 Months	Call deposits	No	0.08				30 June 2018	15,000	1,200	(6,000)		10,200
Standard Bank		3 Months	Call deposits	No	0.08				30 June 2018	12,900	1,032	(2,932)		11,000
Nedbank		3 Months	Call deposits	No	0.09				30 June 2018	15,000	1,350	(6,550)		9,800
RMB		3 Months	Call deposits	No	0.1				30 June 2018	13,000	1,223	(4,223)		10,000
														-
														-
Municipality sub-total										55,900		(19,705)	-	41,000
Entities														-
														-
														-
														-
														-
														-
Entities sub-total										-		-	-	-
TOTAL INVESTMENTS AND INTEREST	1									55,900		(19,705)	-	41,000

DC9 Frances Baard - Supporting Table SA17 Borrowing

Borrowing - Categorised by type	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand										
<b>Parent municipality</b>										
Annuity and Bullet Loans		6,699	4,661	2,485	2,487	2,485	2,485			
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
<b>Municipality sub-total</b>	1	6,699	4,661	2,485	2,487	2,485	2,485	-	-	-
<b>Entities</b>										
Annuity and Bullet Loans										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
<b>Entities sub-total</b>	1	-	-	-	-	-	-	-	-	-
<b>Total Borrowing</b>	1	6,699	4,661	2,485	2,487	2,485	2,485	-	-	-

<b>Unspent Borrowing - Categorised by type</b>										
<b>Parent municipality</b>										
Long-Term Loans (annuity/reducing balance)										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
<b>Municipality sub-total</b>	1	-	-	-	-	-	-	-	-	-
<b>Entities</b>										
Long-Term Loans (annuity/reducing balance)										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
<b>Entities sub-total</b>	1	-	-	-	-	-	-	-	-	-
<b>Total Unspent Borrowing</b>	1	-	-	-	-	-	-	-	-	-



DC9 Frances Baard - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand										
RECEIPTS:	1, 2									
<u>Operating Transfers and Grants</u>										
<b>National Government:</b>		100,618	104,279	110,093	117,251	117,251	117,251	120,843	124,020	127,950
Local Government Equitable Share		14,648	10,002	8,958	8,268	8,268	8,268	8,987	9,976	10,766
RSC Levy Replacement		82,780	88,934	96,458	104,049	104,049	104,049	107,222	110,374	113,359
Finance Management		1,250	1,250	1,250	1,250	1,250	1,250	1,000	1,000	1,000
Municipal Systems Improvement		934	940		-	-	-			
EPWP Incentive		1,006	1,000	1,000	1,168	1,168	1,168	1,113		
Roads Asset Management system			2,153	2,427	2,516	2,516	2,516	2,521	2,670	2,825
<b>Provincial Government:</b>		1,945	6,090	4,178	1,218	1,347	1,476	368	368	368
Housing		1,380	3,300	800	800	800	800			
Near Grant		315	350	350	368	368	368	368	368	368
NCPA: Operation Kgotsa Pula Nala			2,000	2,000						
SMME Support Grant				200	50	50	50			
Disaster Management Grant				665	-	-				
NCPA: Environmental health recycling project			52							
District Aids Council		50	388	163			129			
Department of Economic Development and Tourism		200			-	129	129	-	-	-
<b>District Municipality:</b>		-	-	-	-	-	-	-	-	-
<i>[insert description]</i>										
<b>Other grant providers:</b>		77	90	126	100	100	100	100	100	100
SETA Skills Grant		77	90	86	100	100	100	100	100	100
ABSA				40						
<b>Total Operating Transfers and Grants</b>	5	102,640	110,459	114,397	118,569	118,698	118,827	121,311	124,488	128,418
<u>Capital Transfers and Grants</u>										
<b>National Government:</b>		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert desc]										
<b>Provincial Government:</b>		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert description]										
<b>District Municipality:</b>		-	-	-	-	-	-	-	-	-
<i>[insert description]</i>										
<b>Other grant providers:</b>		-	-	-	-	-	-	-	-	-
SETA Skills Grant										
<b>Total Capital Transfers and Grants</b>	5	-	-	-	-	-	-	-	-	-
<b>TOTAL RECEIPTS OF TRANSFERS &amp; GRANTS</b>		102,640	110,459	114,397	118,569	118,698	118,827	121,311	124,488	128,418

DC9 Frances Baard - Supporting Table SA19 Expenditure on transfers and grant programme

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand										
EXPENDITURE:	1									
<u>Operating expenditure of Transfers and Grants</u>										
<b>National Government:</b>		100,537	104,493	109,957	117,251	117,251	117,251	120,843	124,020	127,950
Local Government Equitable Share		14,648	10,002	8,958	8,268	8,268	8,268	8,987	9,976	10,766
RSC Levy Replacement		82,780	88,934	96,458	104,049	104,049	104,049	107,222	110,374	113,359
Finance Management		1,250	1,250	1,068	1,250	1,250	1,250	1,000	1,000	1,000
Municipal Systems Improvement		853	1,154	46	-	-	-	-	-	-
EPWP Incentive		1,006	1,000	1,000	1,168	1,168	1,168	1,113	-	-
Roads Asset Management system			2,153	2,427	2,516	2,516	2,516	2,521	2,670	2,825
0										
<b>Provincial Government:</b>		1,945	6,090	4,178	1,218	1,347	1,347	368	368	368
Housing		1,380	3,300	800	800	800	800	-	-	-
Near Grant		315	350	350	368	368	368	368	368	368
NCPA: Operation Kgotsi Pula Nala			2,000	2,000						
SMME Support Grant				200	50	50	50	-	-	-
Disaster Management Grant				665	-	-	-	-	-	-
NCPA: Environmental health recycling project			52							
District Aids Council		50	388	163						
Department of Economic Development and Tourism Grant		200			-	129	129	-	-	-
<b>District Municipality:</b>		-	-	-	-	-	-	-	-	-
<i>[insert description]</i>										
<b>Other grant providers:</b>		92	90	86	100	100	100	100	100	100
SETA Skills Grant		77	90	86	100	100	100	100	100	100
ABSA		15								
Total operating expenditure of Transfers and Grants:		102,574	110,673	114,221	118,569	118,698	118,698	121,311	124,488	128,418
<u>Capital expenditure of Transfers and Grants</u>										
<b>National Government:</b>		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert desc]										
<b>Provincial Government:</b>		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert description]										
<b>District Municipality:</b>		-	-	-	-	-	-	-	-	-
<i>[insert description]</i>										
<b>Other grant providers:</b>		-	-	-	-	-	-	-	-	-
SETA Skills Grant										
Total capital expenditure of Transfers and Grants		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		102,574	110,673	114,221	118,569	118,698	118,698	121,311	124,488	128,418

DC9 Frances Baard - Supporting Table SA20 Reconciliation of transfers, grant receipts and unspent funds

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand										
<b>Operating transfers and grants:</b>	1,3									
<b>National Government:</b>										
Balance unspent at beginning of the year		179	260	46			182			
Current year receipts		100,618	104,279	110,093	117,251	117,251	116,779	120,843	124,020	127,950
<b>Conditions met - transferred to revenue</b>		<b>100,537</b>	<b>104,493</b>	<b>109,957</b>	<b>117,251</b>	<b>117,251</b>	<b>116,961</b>	<b>120,843</b>	<b>124,020</b>	<b>127,950</b>
Conditions still to be met - transferred to liabilities		260	46	182						
<b>Provincial Government:</b>										
Balance unspent at beginning of the year		152	918	3,028			250			
Current year receipts		2,710	8,200	1,400	1,218	1,347	1,347	368	368	368
<b>Conditions met - transferred to revenue</b>		<b>1,945</b>	<b>6,090</b>	<b>4,178</b>	<b>1,218</b>	<b>1,347</b>	<b>1,597</b>	<b>368</b>	<b>368</b>	<b>368</b>
Conditions still to be met - transferred to liabilities		918	3,028	250						
<b>District Municipality:</b>										
Balance unspent at beginning of the year										
Current year receipts										
<b>Conditions met - transferred to revenue</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Conditions still to be met - transferred to liabilities										
<b>Other grant providers:</b>										
Balance unspent at beginning of the year		15					40			
Current year receipts		77	90	90	100	100	100	100	100	100
<b>Conditions met - transferred to revenue</b>		<b>92</b>	<b>90</b>	<b>50</b>	<b>100</b>	<b>100</b>	<b>140</b>	<b>100</b>	<b>100</b>	<b>100</b>
Conditions still to be met - transferred to liabilities		-	-	40						
<b>Total operating transfers and grants revenue</b>		<b>102,574</b>	<b>110,673</b>	<b>114,185</b>	<b>118,569</b>	<b>118,698</b>	<b>118,698</b>	<b>121,311</b>	<b>124,488</b>	<b>128,418</b>
<b>Total operating transfers and grants - CTBM</b>	2	<b>1,178</b>	<b>3,074</b>	<b>472</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital transfers and grants:</b>	1,3									
<b>National Government:</b>										
Balance unspent at beginning of the year										
Current year receipts										
<b>Conditions met - transferred to revenue</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Conditions still to be met - transferred to liabilities										
<b>Provincial Government:</b>										
Balance unspent at beginning of the year										
Current year receipts										
<b>Conditions met - transferred to revenue</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Conditions still to be met - transferred to liabilities										
<b>District Municipality:</b>										
Balance unspent at beginning of the year										
Current year receipts										
<b>Conditions met - transferred to revenue</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Conditions still to be met - transferred to liabilities										
<b>Other grant providers:</b>										
Balance unspent at beginning of the year										
Current year receipts										
<b>Conditions met - transferred to revenue</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Conditions still to be met - transferred to liabilities										
<b>Total capital transfers and grants revenue</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total capital transfers and grants - CTBM</b>	2	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL TRANSFERS AND GRANTS REVENUE</b>		<b>102,574</b>	<b>110,673</b>	<b>114,185</b>	<b>118,569</b>	<b>118,698</b>	<b>118,698</b>	<b>121,311</b>	<b>124,488</b>	<b>128,418</b>
<b>TOTAL TRANSFERS AND GRANTS - CTBM</b>		<b>1,178</b>	<b>3,074</b>	<b>472</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

DC9 Frances Baard - Supporting Table SA21 Transfers and grants made by the municipality

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand										
Cash Transfers to other municipalities <i>Insert description</i>	1									
Total Cash Transfers To Municipalities:		-	-	-	-	-	-	-	-	-
Cash Transfers to Entities/Other External Mechanisms	2									
Total Cash Transfers To Entities/Ems'		-	-	-	-	-	-	-	-	-
Cash Transfers to other Organs of State <i>NCTA</i> <i>Tourism board</i>	3	135	135	135	135 70	135 70	135 56	135 -	135 -	135 -
Total Cash Transfers To Other Organs Of State:		135	135	135	205	205	191	135	135	135
Cash Transfers to Organisations <i>Diamonds &amp; Dorings</i> <i>Sol Plaatje Municipality Environmental Protection (NC091)</i>					300 -	300 500	263 500	300 750	1,000	1,200
Total Cash Transfers To Organisations		-	-	-	300	800	763	1,050	1,000	1,200
Cash Transfers to Groups of Individuals <i>Mayoral bursary fund</i> <i>Capacity building</i> <i>Environmental health awareness programmes</i> <i>Youth Programs</i> <i>Contengency fund</i> <i>Tourism programmes</i>					800 100 58 - -	800 100 58 - -	800 100 22 - 370	- - 37 - 450	- - 39 - 450	- - 41 - 450
Total Cash Transfers To Groups Of Individuals:		-	-	-	958	958	1,292	487	489	491
TOTAL CASH TRANSFERS AND GRANTS	6	135	135	135	1,463	1,963	2,246	1,672	1,624	1,826
Non-Cash Transfers to other municipalities <i>Dikgatlong Municipality (NC092)</i> <i>Magareng Municipality (NC093)</i> <i>Phokwane Municipality (NC094)</i> <i>Sol Plaatje Municipality (NC091)</i> <i>Frances Baard District Municipality (DC9)</i> <i>Operational Khotso Pula Nala</i> <i>Tourism</i> <i>Operation clean audit</i> <i>Financial system support</i>  <i>Capital grants</i>  <i>Dikgatlong Municipality (NC092)</i> <i>Dikgatlong Municipality (NC092) (Roll over)</i> <i>Magareng Municipality (NC093) (Roll over)</i> <i>Phokwane Municipality (NC094)</i> <i>Phokwane Municipality (NC094) (Roll over)</i> <i>Sol Plaatje Municipality (NC091)</i>	1	2,500 2,500 2,500 2,500 - - - - - - - - - - 2,235 - 5,000 - 5,874 4,326	2,499 2,500 2,499 2,500 - - - - - - - - - - 2,458 - 9,647 - 8,111 5,974	2,500 2,500 2,500 2,500 - - - - - - - - - - 11,023 - 1,269 - 7,254 6,227	2,500 2,500 2,500 2,500 - 60 450 200 - - - - - 3,500 1,000 5,000 1,000 - -	2,500 2,500 2,238 2,500 2,500 60 450 200 - - - - - 3,500 1,000 5,000 1,000 - -	2,300 2,500 2,500 2,500 2,500 60 450 200 - - - - - 3,500 1,000 5,000 826 -	1,750 1,750 1,750 1,750 - - - - - - - - - - - - - -	2,400 2,400 2,400 2,400 - - - - - - - - - - - - - -	2,500 2,500 2,500 2,500 - - - - - - - - - - - - -
Total Non-Cash Transfers To Municipalities:		27,435	36,187	35,774	21,210	22,548	20,836	7,000	9,600	10,000
Non-Cash Transfers to Entities/Other External Mechanisms <i>Council - Special Projects in the Office of the Mayor and Speaker</i> <i>Special Projects: Office of The Municipal Manager</i> <i>Youth unit</i> <i>Communications - Communication Projects</i> <i>Internal Audit</i> <i>Political Office Admin</i> <i>Financial Management &amp; Support Programmes</i> <i>Information Technology Projects</i> <i>Employee wellness programmes</i> <i>Project Management Projects</i> <i>Tourism Projects</i> <i>Operation Khotso Pula Nala</i> <i>GIS Projects</i> <i>Spatial Planning Projects</i> <i>Planning &amp; Development projects</i> <i>IDP / PMS Projects</i> <i>Local Economic Development</i> <i>Environmental Health Projects</i> <i>Disaster Management</i> <i>Housing Awareness</i> <i>RAMS</i>	2	102 11 - 113 92 - 2,728 1 477 7 1,886 - 594 63 760 44 2,080 273 393 82 - -	101 - 368 - 357 451 1,577 1 152 1,799 2,027 2,000 600 2,025 826 42 2,636 115 927 2,293 - -	82 - 248 60 - 213 1,306 1 231 4 2,471 2,000 494 405 - 34 2,799 186 446 - 2,056	- - - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -	
Total Non-Cash Transfers To Entities/Ems'		9,706	18,299	13,038	-	-	-	-	-	-
Non-Cash Transfers to other Organs of State <i>Insert description</i>	3									
Total Non-Cash Transfers To Other Organs Of State:		-	-	-	-	-	-	-	-	-
Non-Cash Grants to Organisations <i>Tourism association: Magareng</i> <i>Tourism association: Phokwane</i> <i>Tourism association: Sol Plaatje</i> <i>Tourism association: Dikgatlong</i>	4				50 80	50 80	9 80	- -	- -	- -
Total Non-Cash Grants To Organisations		-	-	-	130	130	89	-	-	-
Groups of Individuals <i>Tourism projects</i> <i>SMME Support programme</i> <i>Disaster contingency fund</i>	5				192 - -	192 363 -	170 - -	201 - -	201 - -	201 - -
Total Non-Cash Grants To Groups Of Individuals:		-	-	-	192	555	170	201	201	201
TOTAL NON-CASH TRANSFERS AND GRANTS		37,141	54,486	48,812	21,532	23,232	21,095	7,201	9,801	10,201
TOTAL TRANSFERS AND GRANTS	6	37,276	54,621	48,947	22,995	25,195	23,341	8,873	11,425	12,027

DC9 Frances Baard - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand		A	B	C	D	E	F	G	H	I
<b>Councillors (Political Office Bearers plus Other)</b>	1									
Basic Salaries and Wages		3,891	4,095	4,638	5,239	5,239	4,695	4,181	4,432	4,698
Pension and UIF Contributions		184	194	16	–	–	–	–	–	–
Medical Aid Contributions		17	17	1	–	–	–	–	–	–
Motor Vehicle Allowance		1,306	1,368	999	1,027	1,073	1,061	1,125	1,192	1,264
Cellphone Allowance		273	275	295	103	64	383	570	604	640
Housing Allowances		20	39	–	–	–	–	–	–	–
Other benefits and allowances		–	–	–	–	–	–	–	–	–
<b>Sub Total - Councillors</b>		<b>5,691</b>	<b>5,988</b>	<b>5,950</b>	<b>6,369</b>	<b>6,376</b>	<b>6,139</b>	<b>5,875</b>	<b>6,228</b>	<b>6,601</b>
<b>% increase</b>	4		<b>5.2%</b>	<b>(0.6%)</b>	<b>7.0%</b>	<b>0.1%</b>	<b>(3.7%)</b>	<b>(4.3%)</b>	<b>6.0%</b>	<b>6.0%</b>
<b>Senior Managers of the Municipality</b>	2									
Basic Salaries and Wages		2,963	3,113	3,459	5,109	4,523	4,324	7,063	7,176	6,652
Pension and UIF Contributions		155	428	460	224	268	180	9	9	378
Medical Aid Contributions		112	–	34	–	–	–	–	–	–
Overtime		–	–	–	–	–	–	–	–	–
Performance Bonus		485	362	653	784	648	621	360	360	360
Motor Vehicle Allowance	3	307	271	569	271	271	256	–	–	–
Cellphone Allowance	3	60	60	66	96	96	81	102	102	102
Housing Allowances	3	–	–	11	–	–	–	–	–	–
Other benefits and allowances	3	65	42	23	119	106	0	1	1	52
Payments in lieu of leave		–	–	–	148	131	135	170	173	170
Long service awards		–	–	–	–	–	–	–	–	–
Post-retirement benefit obligations	6	–	–	–	–	–	–	–	–	–
<b>Sub Total - Senior Managers of Municipality</b>		<b>4,146</b>	<b>4,275</b>	<b>5,275</b>	<b>6,751</b>	<b>6,042</b>	<b>5,597</b>	<b>7,705</b>	<b>7,820</b>	<b>7,715</b>
<b>% increase</b>	4		<b>3.1%</b>	<b>23.4%</b>	<b>28.0%</b>	<b>(10.5%)</b>	<b>(7.4%)</b>	<b>37.7%</b>	<b>1.5%</b>	<b>(1.3%)</b>
<b>Other Municipal Staff</b>										
Basic Salaries and Wages		31,060	34,615	39,586	41,101	39,509	41,171	45,203	46,042	49,303
Pension and UIF Contributions		4,894	5,341	5,426	5,787	6,045	5,508	5,694	6,002	6,396
Medical Aid Contributions		1,291	1,403	1,369	1,916	1,765	1,772	1,815	1,815	1,815
Overtime		–	–	–	382	382	78	170	282	331
Performance Bonus		–	–	–	–	2,808	–	–	–	–
Motor Vehicle Allowance	3	2,915	3,584	2,992	2,719	6,469	3,574	5,966	5,974	5,982
Cellphone Allowance	3	125	125	118	437	174	289	152	144	144
Housing Allowances	3	265	265	255	663	362	443	509	489	489
Other benefits and allowances	3	443	679	771	1,284	1,914	514	480	510	548
Payments in lieu of leave		1,437	1,674	1,253	1,145	1,401	1,094	1,437	1,500	1,582
Long service awards		142	201	1,445	1,385	1,381	1,149	248	259	270
Post-retirement benefit obligations	6	395	581	568	2,987	2,987	3,220	3,314	3,287	3,670
<b>Sub Total - Other Municipal Staff</b>		<b>42,966</b>	<b>48,469</b>	<b>53,782</b>	<b>59,807</b>	<b>65,198</b>	<b>58,814</b>	<b>64,987</b>	<b>66,306</b>	<b>70,532</b>
<b>% increase</b>	4		<b>12.8%</b>	<b>11.0%</b>	<b>11.2%</b>	<b>9.0%</b>	<b>(9.8%)</b>	<b>10.5%</b>	<b>2.0%</b>	<b>6.4%</b>
<b>Total Parent Municipality</b>		<b>52,804</b>	<b>58,731</b>	<b>65,008</b>	<b>72,927</b>	<b>77,616</b>	<b>70,550</b>	<b>78,567</b>	<b>80,354</b>	<b>84,848</b>
<b>Board Members of Entities</b>			<b>11.2%</b>	<b>10.7%</b>	<b>12.2%</b>	<b>6.4%</b>	<b>(9.1%)</b>	<b>11.4%</b>	<b>2.3%</b>	<b>5.6%</b>
Basic Salaries and Wages										
Pension and UIF Contributions										
Medical Aid Contributions										
Overtime										
Performance Bonus										
Motor Vehicle Allowance	3									
Cellphone Allowance	3									
Housing Allowances	3									
Other benefits and allowances	3									
Board Fees										
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations	6									
<b>Sub Total - Board Members of Entities</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>% increase</b>	4		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Senior Managers of Entities</b>										
Basic Salaries and Wages										
Pension and UIF Contributions										
Medical Aid Contributions										
Overtime										
Performance Bonus										
Motor Vehicle Allowance	3									
Cellphone Allowance	3									
Housing Allowances	3									
Other benefits and allowances	3									
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations	6									
<b>Sub Total - Senior Managers of Entities</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>% increase</b>	4		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Other Staff of Entities</b>										
Basic Salaries and Wages										
Pension and UIF Contributions										
Medical Aid Contributions										
Overtime										
Performance Bonus										
Motor Vehicle Allowance	3									
Cellphone Allowance	3									
Housing Allowances	3									
Other benefits and allowances	3									
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations	6									
<b>Sub Total - Other Staff of Entities</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>% increase</b>	4		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total Municipal Entities</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>TOTAL SALARY, ALLOWANCES &amp; BENEFITS</b>		<b>52,804</b>	<b>58,731</b>	<b>65,008</b>	<b>72,927</b>	<b>77,616</b>	<b>70,550</b>	<b>78,567</b>	<b>80,354</b>	<b>84,848</b>
<b>% increase</b>	4		<b>11.2%</b>	<b>10.7%</b>	<b>12.2%</b>	<b>6.4%</b>	<b>(9.1%)</b>	<b>11.4%</b>	<b>2.3%</b>	<b>5.6%</b>
<b>TOTAL MANAGERS AND STAFF</b>	5,7	<b>47,113</b>	<b>52,744</b>	<b>59,057</b>	<b>66,558</b>	<b>71,240</b>	<b>64,411</b>	<b>72,692</b>	<b>74,126</b>	<b>78,246</b>

**DC9 Frances Baard - Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers)**

<b>Disclosure of Salaries, Allowances &amp; Benefits 1.</b>	<b>Ref</b>	<b>No.</b>	<b>Salary</b>	<b>Contributions</b>	<b>Allowances</b>	<b>Performance Bonuses</b>	<b>In-kind benefits</b>	<b>Total Package</b>
Rand per annum				1.				2.
<b>Councillors</b>	3							
Speaker	4		330,560		209,680			540,240
Chief Whip								-
Executive Mayor			413,210		251,000			664,210
Deputy Executive Mayor								-
Executive Committee			1,853,910		876,250			2,730,160
Total for all other councillors			1,583,110		357,590			1,940,700
<b>Total Councillors</b>	8	-	<b>4,180,790</b>	<b>-</b>	<b>1,694,520</b>			<b>5,875,310</b>
<b>Senior Managers of the Municipality</b>	5							
Municipal Manager (MM)			1,675,500	1,910	30,000	120,000		1,827,410
Chief Finance Officer			1,369,450	1,910	18,000	80,000		1,469,360
Director Administration			1,369,450	1,910	18,000	80,000		1,469,360
Director Planning & Development			1,369,450	1,910	18,000	80,000		1,469,360
Director Project Management & Advisory services			1,369,450	1,910	18,000	80,000		1,469,360
								-
List of each official with packages >= senior manager								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
<b>Total Senior Managers of the Municipality</b>	8,10	-	<b>7,153,300</b>	<b>9,550</b>	<b>102,000</b>	<b>440,000</b>		<b>7,704,850</b>
<b>A Heading for Each Entity</b>	6,7							
List each member of board by designation								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
<b>Total for municipal entities</b>	8,10	-	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION	10	-	<b>11,334,090</b>	<b>9,550</b>	<b>1,796,520</b>	<b>440,000</b>		<b>13,580,160</b>

DC9 Frances Baard - Supporting Table SA24 Summary of personnel numbers

Summary of Personnel Numbers	Ref	2016/17			Current Year 2017/18			Budget Year 2018/19		
Number	1,2	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
<b>Municipal Council and Boards of Municipal Entities</b>										
Councillors (Political Office Bearers plus Other Councillors)		27		27		27			27	
Board Members of municipal entities	4									
<b>Municipal employees</b>	5									
Municipal Manager and Senior Managers	3	5		5	5		2	5		5
Other Managers	7									
Professionals		119	109	10	119	96	6	119	103	8
<i>Finance</i>		18	18		18	17		18	18	
<i>Spatial/town planning</i>		4	4		4	3		4	4	
<i>Information Technology</i>		5	3	2	5	3		5	3	
<i>Roads</i>										
<i>Electricity</i>										
<i>Water</i>										
<i>Sanitation</i>										
<i>Refuse</i>										
<i>Other</i>		92	84	8	92	73	6	92	78	8
Technicians		9	9	–	9	9	–	9	9	–
<i>Finance</i>										
<i>Spatial/town planning</i>										
<i>Information Technology</i>										
<i>Roads</i>										
<i>Electricity</i>										
<i>Water</i>										
<i>Sanitation</i>										
<i>Refuse</i>										
<i>Other</i>		9	9		9	9		9	9	
Clerks (Clerical and administrative)										
Service and sales workers										
Skilled agricultural and fishery workers										
Craft and related trades										
Plant and Machine Operators										
Elementary Occupations										
<b>TOTAL PERSONNEL NUMBERS</b>	9	<b>160</b>	<b>118</b>	<b>42</b>	<b>133</b>	<b>132</b>	<b>8</b>	<b>133</b>	<b>139</b>	<b>13</b>
<b>% increase</b>					(16.9%)	11.9%	(81.0%)	–	5.3%	62.5%
<b>Total municipal employees headcount</b>	6, 10	<b>160</b>	<b>118</b>	<b>42</b>	<b>133</b>	<b>150</b>	<b>8</b>	<b>133</b>	<b>158</b>	<b>13</b>
Finance personnel headcount	8, 10	<b>18</b>	<b>18</b>	<b>–</b>	<b>18</b>	<b>17</b>		<b>18</b>	<b>18</b>	
Human Resources personnel headcount	8, 10	<b>30</b>	<b>30</b>		<b>30</b>	<b>28</b>		<b>30</b>	<b>30</b>	

DC9 Frances Baard - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand																
Revenue By Source																
Property rates													-	-	-	-
Service charges - electricity revenue													-	-	-	-
Service charges - water revenue													-	-	-	-
Service charges - sanitation revenue													-	-	-	-
Service charges - refuse revenue													-	-	-	-
Service charges - other													-	-	-	-
Rental of facilities and equipment		84	84	84	84	84	84	84	84	84	84	84	84	1,003	1,047	1,088
Interest earned - external investments		400	400	400	400	400	400	400	400	400	400	400	400	4,805	5,247	5,247
Interest earned - outstanding debtors													-	-	-	-
Dividends received													-	-	-	-
Fines, penalties and forfeits													-	-	-	-
Licences and permits													-	-	-	-
Agency services													-	-	-	-
Transfers and subsidies		2,529	39,745	8	379	38,745	8	379	376	8	39,116	8	8	121,311	124,488	128,418
Other revenue		42	42	42	42	42	42	42	42	42	42	42	42	500	500	500
Gains on disposal of PPE													-	-	-	-
Total Revenue (excluding capital transfers and contributions)		3,055	40,270	534	905	39,270	534	905	902	534	39,641	534	534	127,619	131,282	135,253
Expenditure By Type																
Employee related costs		5,532	5,532	5,532	5,532	8,035	5,532	5,604	5,532	5,812	5,532	5,532	8,986	72,692	74,126	78,246
Remuneration of councillors		490	490	490	490	490	490	490	490	490	490	490	490	5,875	6,228	6,601
Debt impairment		-	-	-	-	-	-	-	-	3	-	-	-	3	3	3
Depreciation & asset impairment		296	296	296	296	296	296	296	296	296	296	296	296	3,551	3,674	3,774
Finance charges		-	-	-	-	-	111	-	-	-	-	-	111	222	-	-
Bulk purchases													-	-	-	-
Other materials		131	133	149	133	132	164	131	131	131	131	133	135	1,635	1,695	1,741
Contracted services		1,297	1,072	1,546	1,372	2,267	1,057	1,166	2,683	2,931	2,474	1,393	1,486	20,745	19,235	19,205
Transfers and subsidies		649	784	649	649	649	649	649	1,150	874	649	874	649	8,873	11,425	12,027
Other expenditure		960	959	945	1,775	1,529	1,470	1,470	998	936	1,670	926	986	14,621	14,671	15,102
Loss on disposal of PPE		-	-	-	-	75	25	-	-	100	25	60	15	300	300	300
Total Expenditure		9,354	9,265	9,607	10,246	13,472	9,793	9,805	11,279	11,573	11,266	9,703	13,154	128,517	131,357	137,001
Surplus/(Deficit)		(6,299)	31,005	(9,073)	(9,341)	25,798	(9,259)	(8,900)	(10,377)	(11,039)	28,376	(9,169)	(12,620)	(898)	(75)	(1,748)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)													-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)													-	-	-	-
Transfers and subsidies - capital (in-kind - all)													-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		(6,299)	31,005	(9,073)	(9,341)	25,798	(9,259)	(8,900)	(10,377)	(11,039)	28,376	(9,169)	(12,620)	(898)	(75)	(1,748)
Taxation													-	-	-	-
Attributable to minorities													-	-	-	-
Share of surplus/ (deficit) of associate													-	-	-	-
Surplus/(Deficit)	1	(6,299)	31,005	(9,073)	(9,341)	25,798	(9,259)	(8,900)	(10,377)	(11,039)	28,376	(9,169)	(12,620)	(898)	(75)	(1,748)



DC9 Frances Baard - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	Ref	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand																
<b>Revenue by Vote</b>																
Vote 1 - Council & Executive		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 2 - Budget & Treasury		452	40,188	452	452	39,188	452	452	452	452	39,188	452	452	122,632	127,216	130,992
Vote 3 - Corporate Services		–	–	–	–	–	–	–	368	–	–	–	–	368	368	368
Vote 4 - Planning & Development		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 5 - Project Management & Advisory Services		2,603	82	82	453	82	82	453	82	82	453	82	82	4,619	3,698	3,893
<b>Total Revenue by Vote</b>		<b>3,055</b>	<b>40,270</b>	<b>534</b>	<b>905</b>	<b>39,270</b>	<b>534</b>	<b>905</b>	<b>902</b>	<b>534</b>	<b>39,641</b>	<b>534</b>	<b>534</b>	<b>127,619</b>	<b>131,282</b>	<b>135,253</b>
<b>Expenditure by Vote to be appropriated</b>																
Vote 1 - Council & Executive		2,129	2,034	2,060	2,583	2,777	1,985	1,998	2,555	2,157	2,748	2,092	2,389	27,505	28,609	30,047
Vote 2 - Budget & Treasury		1,266	1,226	1,430	1,791	2,371	1,913	1,848	1,226	1,414	1,251	1,351	4,186	21,275	21,591	22,227
Vote 3 - Corporate Services		2,861	2,861	2,936	2,862	3,526	2,861	2,861	3,161	3,711	2,861	3,162	3,164	36,824	37,213	39,396
Vote 4 - Planning & Development		1,362	1,408	1,435	1,273	2,648	1,299	1,362	2,601	2,475	2,670	1,362	1,638	21,533	19,343	19,591
Vote 5 - Project Management & Advisory Services		1,736	1,736	1,745	1,736	2,149	1,736	1,736	1,736	1,816	1,736	1,736	1,778	21,380	24,601	25,740
<b>Total Expenditure by Vote</b>		<b>9,354</b>	<b>9,265</b>	<b>9,607</b>	<b>10,246</b>	<b>13,472</b>	<b>9,793</b>	<b>9,805</b>	<b>11,279</b>	<b>11,573</b>	<b>11,266</b>	<b>9,703</b>	<b>13,154</b>	<b>128,517</b>	<b>131,357</b>	<b>137,001</b>
<b>Surplus/(Deficit) before assoc.</b>		<b>(6,299)</b>	<b>31,005</b>	<b>(9,073)</b>	<b>(9,341)</b>	<b>25,798</b>	<b>(9,259)</b>	<b>(8,900)</b>	<b>(10,377)</b>	<b>(11,039)</b>	<b>28,376</b>	<b>(9,169)</b>	<b>(12,620)</b>	<b>(898)</b>	<b>(75)</b>	<b>(1,748)</b>
Taxation													–	–	–	–
Attributable to minorities													–	–	–	–
Share of surplus/ (deficit) of associate													–	–	–	–
<b>Surplus/(Deficit)</b>	<b>1</b>	<b>(6,299)</b>	<b>31,005</b>	<b>(9,073)</b>	<b>(9,341)</b>	<b>25,798</b>	<b>(9,259)</b>	<b>(8,900)</b>	<b>(10,377)</b>	<b>(11,039)</b>	<b>28,376</b>	<b>(9,169)</b>	<b>(12,620)</b>	<b>(898)</b>	<b>(75)</b>	<b>(1,748)</b>

DC9 Frances Baard - Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)

Description	Ref	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand																
Revenue - Functional																
Governance and administration		452	40,188	452	452	39,188	452	452	452	452	39,188	452	452	122,632	127,216	130,992
Executive and council													-	-	-	-
Finance and administration		452	40,188	452	452	39,188	452	452	452	452	39,188	452	452	122,632	127,216	130,992
Internal audit													-	-	-	-
Community and public safety		-	-	-	-	-	-	-	368	-	-	-	-	368	368	368
Community and social services		-	-	-	-	-	-	-	368	-	-	-	-	368	368	368
Sport and recreation													-	-	-	-
Public safety													-	-	-	-
Housing													-	-	-	-
Health													-	-	-	-
Economic and environmental services		2,603	82	82	453	82	82	453	82	82	453	82	82	4,619	3,698	3,893
Planning and development		2,603	82	82	453	82	82	453	82	82	453	82	82	4,619	3,698	3,893
Road transport														-	-	-
Environmental protection														-	-	-
Trading services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Energy sources													-	-	-	-
Water management													-	-	-	-
Waste water management													-	-	-	-
Waste management													-	-	-	-
Other													-	-	-	-
Total Revenue - Functional		3,055	40,270	534	905	39,270	534	905	902	534	39,641	534	534	127,619	131,282	135,253
Expenditure - Functional																
Governance and administration		5,075	4,940	5,245	6,055	6,984	5,577	5,525	5,461	5,876	5,679	5,199	8,558	70,175	71,832	75,057
Executive and council		1,417	1,446	1,483	1,995	1,800	1,417	1,437	1,826	1,548	2,187	1,423	1,574	19,554	20,464	21,608
Finance and administration		3,308	3,285	3,537	3,851	4,728	3,944	3,879	3,285	4,119	3,283	3,462	6,549	47,229	48,020	49,932
Internal audit		350	209	225	209	456	216	209	350	209	209	314	434	3,392	3,348	3,517
Community and public safety		955	955	955	955	1,414	955	955	955	1,180	955	1,180	955	12,368	12,403	13,160
Community and social services		622	622	622	622	861	622	622	622	847	622	847	622	8,149	7,933	8,421
Sport and recreation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Housing		333	333	333	333	553	333	333	333	333	333	333	333	4,219	4,470	4,739
Health														-	-	-
Economic and environmental services		3,031	2,942	3,040	2,942	4,721	2,942	3,031	4,068	3,988	4,338	3,031	3,348	41,423	43,329	44,862
Planning and development		2,472	2,383	2,481	2,383	3,892	2,383	2,472	3,209	3,429	3,779	2,472	2,789	34,143	35,681	36,670
Road transport		-	-	-	-	-	-	-	-	-	-	-	7,280	7,280	7,648	8,192
Environmental protection		559	559	559	559	829	559	559	859	559	559	559	(6,721)	-	-	-
Trading services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Energy sources													-	-	-	-
Water management													-	-	-	-
Waste water management													-	-	-	-
Waste management													-	-	-	-
Other		294	429	366	294	353	319	294	795	529	294	294	293	4,551	3,793	3,921
Total Expenditure - Functional		9,354	9,265	9,607	10,246	13,472	9,793	9,805	11,279	11,573	11,266	9,703	13,154	128,517	131,357	137,001
Surplus/(Deficit) before assoc.		(6,299)	31,005	(9,073)	(9,341)	25,798	(9,259)	(8,900)	(10,377)	(11,039)	28,376	(9,169)	(12,620)	(898)	(75)	(1,748)
Share of surplus/ (deficit) of associate													-	-	-	-
Surplus/(Deficit)	1	(6,299)	31,005	(9,073)	(9,341)	25,798	(9,259)	(8,900)	(10,377)	(11,039)	28,376	(9,169)	(12,620)	(898)	(75)	(1,748)

DC9 Frances Baard - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description	Ref	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<b>Multi-year expenditure to be appropriated</b>	1												-	-	-	-
Vote 1 - Council & Executive													-	-	-	-
Vote 2 - Budget & Treasury													-	-	-	-
Vote 3 - Corporate Services													-	-	-	-
Vote 4 - Planning & Development													-	-	-	-
Vote 5 - Project Management & Advisory Services													-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Single-year expenditure to be appropriated</b>																
Vote 1 - Council & Executive		-	4	-	30	4	6	70	-	-	-	40	-	153	-	-
Vote 2 - Budget & Treasury		-	12	2	-	4	-	-	-	-	-	-	-	17	-	-
Vote 3 - Corporate Services		2	15	597	-	17	10	-	48	798	1,952	950	-	4,388	1,900	-
Vote 4 - Planning & Development		-	4	9	15	-	-	-	-	-	-	-	-	28	-	-
Vote 5 - Project Management & Advisory Services		-	1,500	1,500	460	-	-	-	-	-	4	-	-	3,464	-	-
<b>Capital single-year expenditure sub-total</b>	2	2	1,534	2,108	505	24	16	70	48	798	1,955	990	-	8,050	1,900	-
<b>Total Capital Expenditure</b>	2	2	1,534	2,108	505	24	16	70	48	798	1,955	990	-	8,050	1,900	-

DC9 Frances Baard - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)

Description	Ref	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand																
<b>Capital Expenditure - Functional</b>	1															
<i>Governance and administration</i>		-	16	2	30	7	6	70	-	-	-	40	-	170	-	-
Executive and council		-	4	-	30	(2)	6	70	-	-	-	40	-	147	-	-
Finance and administration		-	12	2	-	4	-	-	-	-	-	-	-	17	-	-
Internal audit		-	-	-	-	6	-	-	-	-	-	-	-	6	-	-
<i>Community and public safety</i>		2	15	597	-	17	10	-	48	63	1,900	950	-	3,602	1,900	-
Community and social services		2	15	597	-	17	10	-	48	63	1,900	950	-	3,602	1,900	-
Sport and recreation													-	-	-	-
Public safety													-	-	-	-
Housing													-	-	-	-
Health													-	-	-	-
<i>Economic and environmental services</i>		-	1,504	1,500	460	-	-	-	-	735	55	-	-	4,254	-	-
Planning and development		-	1,504	1,500	460	-	-	-	-	-	4	-	-	3,467	-	-
Road transport		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Environmental protection		-	-	-	-	-	-	-	-	735	52	-	-	787	-	-
<i>Trading services</i>		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Energy sources													-	-	-	-
Water management													-	-	-	-
Waste water management													-	-	-	-
Waste management													-	-	-	-
<i>Other</i>		-	-	9	15	-	-	-	-	-	-	-	-	24	-	-
<b>Total Capital Expenditure - Functional</b>	2	2	1,534	2,108	505	24	16	70	48	798	1,955	990	-	8,050	1,900	-
<b>Funded by:</b>																
National Government													-	-	-	-
Provincial Government													-	-	-	-
District Municipality													-	-	-	-
Other transfers and grants													-	-	-	-
<b>Transfers recognised - capital</b>		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Public contributions &amp; donations</b>													-	-	-	-
<b>Borrowing</b>													-	-	-	-
<b>Internally generated funds</b>		2	1,534	2,108	505	24	16	70	48	798	1,955	990	-	8,050	1,900	-
<b>Total Capital Funding</b>		2	1,534	2,108	505	24	16	70	48	798	1,955	990	-	8,050	1,900	-

DC9 Frances Baard - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<b>R thousand</b>															
<b>Cash Receipts By Source</b>													1		
Property rates												-			
Service charges - electricity revenue												-			
Service charges - water revenue												-			
Service charges - sanitation revenue												-			
Service charges - refuse revenue												-			
Service charges - other												-			
Rental of facilities and equipment	2	2	2	2	2	2	2	2	2	2	2	2	18	19	20
Interest earned - external investments	400	400	400	400	400	400	400	400	400	400	400	400	4,805	5,247	5,247
Interest earned - outstanding debtors												-			
Dividends received												-			
Fines, penalties and forfeits												-			
Licences and permits												-			
Agency services												-			
Transfer receipts - operational	2,529	39,745	8	379	38,745	8	379	376	8	39,116	8	8	121,311	124,488	128,418
Other revenue	42	42	42	42	42	42	42	42	42	42	42	42	500	500	500
<b>Cash Receipts by Source</b>	<b>2,973</b>	<b>40,188</b>	<b>452</b>	<b>823</b>	<b>39,188</b>	<b>452</b>	<b>823</b>	<b>820</b>	<b>452</b>	<b>39,559</b>	<b>452</b>	<b>452</b>	<b>126,634</b>	<b>130,254</b>	<b>134,185</b>
<b>Other Cash Flows by Source</b>															
Transfer receipts - capital												-			
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)												-			
Proceeds on disposal of PPE												-			
Short term loans												-			
Borrowing long term/refinancing												-			
Increase (decrease) in consumer deposits												-			
Decrease (Increase) in non-current debtors												114	114		
Decrease (increase) other non-current receivables												-			
Decrease (increase) in non-current investments												-			
<b>Total Cash Receipts by Source</b>	<b>2,973</b>	<b>40,188</b>	<b>452</b>	<b>823</b>	<b>39,188</b>	<b>452</b>	<b>823</b>	<b>820</b>	<b>452</b>	<b>39,559</b>	<b>452</b>	<b>566</b>	<b>126,748</b>	<b>130,254</b>	<b>134,185</b>
<b>Cash Payments by Type</b>															
Employee related costs	5,532	5,532	5,532	5,532	8,035	5,532	5,604	5,532	5,812	5,532	5,532	6,184	69,890	71,332	75,227
Remuneration of councillors	490	490	490	490	490	490	490	490	490	490	490	490	5,875	6,228	6,601
Finance charges	-	-	-	-	-	111	-	-	-	-	-	111	222	-	-
Bulk purchases - Electricity												-	-		
Bulk purchases - Water & Sewer												-	-		
Other materials	131	133	149	133	132	164	131	131	131	131	133	135	1,635	1,695	1,741
Contracted services	1,297	1,072	1,546	1,372	2,267	1,057	1,166	2,683	2,931	2,474	1,393	1,486	20,745	19,235	19,205
Transfers and grants - other municipalities	583	583	583	583	583	583	583	583	583	583	583	583	7,000	9,600	10,000
Transfers and grants - other	66	201	66	66	66	66	66	567	291	66	291	66	1,873	1,825	2,027
Other expenditure	960	959	945	1,775	1,529	1,470	1,470	998	936	1,670	926	986	14,620	14,253	14,675
<b>Cash Payments by Type</b>	<b>9,058</b>	<b>8,969</b>	<b>9,311</b>	<b>9,950</b>	<b>13,101</b>	<b>9,472</b>	<b>9,509</b>	<b>10,983</b>	<b>11,174</b>	<b>10,945</b>	<b>9,347</b>	<b>10,042</b>	<b>121,860</b>	<b>124,167</b>	<b>129,478</b>
<b>Other Cash Flows/Payments by Type</b>															
Capital assets	2	1,534	2,108	505	24	16	70	48	798	1,955	990	-	8,050	1,900	
Repayment of borrowing						1,183					1,301	-	2,485		
Other Cash Flows/Payments												-			
<b>Total Cash Payments by Type</b>	<b>9,060</b>	<b>10,503</b>	<b>11,418</b>	<b>10,455</b>	<b>13,125</b>	<b>10,672</b>	<b>9,579</b>	<b>11,031</b>	<b>11,972</b>	<b>12,900</b>	<b>11,638</b>	<b>10,042</b>	<b>132,395</b>	<b>126,067</b>	<b>129,478</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD</b>	<b>(6,087)</b>	<b>29,685</b>	<b>(10,966)</b>	<b>(9,632)</b>	<b>26,063</b>	<b>(10,220)</b>	<b>(8,756)</b>	<b>(10,212)</b>	<b>(11,520)</b>	<b>26,659</b>	<b>(11,186)</b>	<b>(9,476)</b>	<b>(5,647)</b>	<b>4,187</b>	<b>4,707</b>
Cash/cash equivalents at the month/year begin:	47,048	40,960	70,646	59,679	50,048	76,111	65,891	57,135	46,924	35,404	62,063	50,877	47,048	41,401	45,588
Cash/cash equivalents at the month/year end:	40,960	70,646	59,679	50,048	76,111	65,891	57,135	46,924	35,404	62,063	50,877	41,401	41,401	45,588	50,295

DC9 Frances Baard - NOT REQUIRED - municipality does not have entities

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R million										
<b>Financial Performance</b>										
Property rates										
Service charges										
Investment revenue										
Transfers recognised - operational										
Other own revenue										
Contributions recognised - capital & contributed assets										
<b>Total Revenue (excluding capital transfers and contributions)</b>		-	-	-	-	-	-	-	-	-
Employee costs										
Remuneration of Board Members										
Depreciation & asset impairment										
Finance charges										
Materials and bulk purchases										
Transfers and grants										
Other expenditure										
<b>Total Expenditure</b>		-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit)</b>		-	-	-	-	-	-	-	-	-
<b>Capital expenditure &amp; funds sources</b>										
<b>Capital expenditure</b>										
Transfers recognised - operational										
Public contributions & donations										
Borrowing										
Internally generated funds										
<b>Total sources</b>		-	-	-	-	-	-	-	-	-
<b>Financial position</b>										
Total current assets										
Total non current assets										
Total current liabilities										
Total non current liabilities										
Equity										
<b>Cash flows</b>										
Net cash from (used) operating										
Net cash from (used) investing										
Net cash from (used) financing										
<b>Cash/cash equivalents at the year end</b>										

DC9 Frances Baard - Supporting Table SA32 List of external mechanisms

External mechanism  Name of organisation	Yrs/ Mths	Period of agreement 1.	Service provided	Expiry date of service delivery agreement or contract	Monetary value of agreement 2.
		Number			R thousand

DC9 Frances Baard - Supporting Table SA33 Contracts having future budgetary implications

Description	Ref	Preceding Years	Current Year 2017/18	2018/19 Medium Term Revenue & Expenditure Framework			Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Contract Value
		Total	Original Budget	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
R thousand	1,3													
Parent Municipality:														
<u>Revenue Obligation By Contract</u>	2													-
Contract 1														-
Contract 2														-
Contract 3 etc														-
Total Operating Revenue Implication		-	-	-	-	-	-	-	-	-	-	-	-	-
<u>Expenditure Obligation By Contract</u>	2													-
Contract 1														-
Contract 2														-
Contract 3 etc														-
Total Operating Expenditure Implication		-	-	-	-	-	-	-	-	-	-	-	-	-
<u>Capital Expenditure Obligation By Contract</u>	2													-
Contract 1														-
Contract 2														-
Contract 3 etc														-
Total Capital Expenditure Implication		-	-	-	-	-	-	-	-	-	-	-	-	-
Total Parent Expenditure Implication		-	-	-	-	-	-	-	-	-	-	-	-	-
Entities:														
<u>Revenue Obligation By Contract</u>	2													-
Contract 1														-
Contract 2														-
Contract 3 etc														-
Total Operating Revenue Implication		-	-	-	-	-	-	-	-	-	-	-	-	-
<u>Expenditure Obligation By Contract</u>	2													-
Contract 1														-
Contract 2														-
Contract 3 etc														-
Total Operating Expenditure Implication		-	-	-	-	-	-	-	-	-	-	-	-	-
<u>Capital Expenditure Obligation By Contract</u>	2													-
Contract 1														-
Contract 2														-
Contract 3 etc														-
Total Capital Expenditure Implication		-	-	-	-	-	-	-	-	-	-	-	-	-
Total Entity Expenditure Implication		-	-	-	-	-	-	-	-	-	-	-	-	-



DC9 Frances Baard - Supporting Table SA34a Capital expenditure on new assets by asset class

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1									
<b>Capital expenditure on new assets by Asset Class/Sub-class</b>										
<b>Infrastructure</b>		-	-	-	-	-	-	-	-	-
<b>Community Assets</b>		-	-	104	-	-	-	-	-	-
Community Facilities		-	-	104	-	-	-	-	-	-
Halls										
Centres										
Crèches										
Clinics/Care Centres										
Fire/Ambulance Stations				104						
Testing Stations										
Museums										
Galleries										
Theatres										
Libraries										
Cemeteries/Crematoria										
Police										
Parks										
Public Open Space										
Nature Reserves										
Public Ablution Facilities										
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Indoor Facilities										
Outdoor Facilities										
Capital Spares										
<b>Heritage assets</b>		-	-	-	-	-	-	-	-	-
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
<b>Investment properties</b>		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
<b>Other assets</b>		14	3,051	2,995	7,328	9,328	5,000	3,020	-	-
Operational Buildings	14	3,051	2,995	2,995	7,328	9,328	5,000	3,020	-	-
Municipal Offices	14	3,051	2,995	2,995	7,328	9,328	5,000	3,020		
Pay/Enquiry Points										
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing		-	-	-	-	-	-	-	-	-
Staff Housing										
Social Housing										
Capital Spares										
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets										
<b>Intangible Assets</b>		168	-	-	590	590	470	-	-	-
Servitudes										
Licences and Rights	168	-	-	-	590	590	470	-	-	-
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications	168	-	-	-	590	590	470	-	-	-
Load Settlement Software Applications										
Unspecified										
<b>Computer Equipment</b>		161	-	96	463	505	82	3	-	-
Computer Equipment	161			96	463	505	82	3		
<b>Furniture and Office Equipment</b>		-	329	105	743	802	32	1,378	-	-
Furniture and Office Equipment			329	105	743	802	32	1,378		
<b>Machinery and Equipment</b>		633	20	1,821	233	228	110	2,021	1,900	-
Machinery and Equipment	633		20	1,821	233	228	110	2,021	1,900	
<b>Transport Assets</b>		-	1,244	1,343	-	1,900	-	735	-	-
Transport Assets			1,244	1,343	-	1,900	-	735		
<b>Land</b>		-	-	-	-	-	-	-	-	-
Land										
<b>Zoo's, Marine and Non-biological Animals</b>		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals										
<b>Total Capital Expenditure on new assets</b>	1	976	4,643	6,463	9,357	13,353	5,694	7,157	1,900	-

DC9 Frances Baard - Supporting Table SA34b Capital expenditure on the renewal of existing assets by asset class

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1									
<b>Capital expenditure on renewal of existing assets by Asset Class/Sub-class</b>										
<b>Infrastructure</b>		-	-	-	-	-	-	-	-	-
<b>Community Assets</b>		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Halls										
Centres										
Crèches										
Clinics/Care Centres										
Fire/Ambulance Stations										
Testing Stations										
Museums										
Galleries										
Theatres										
Libraries										
Cemeteries/Crematoria										
Police										
Parks										
Public Open Space										
Nature Reserves										
Public Ablution Facilities										
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Indoor Facilities										
Outdoor Facilities										
Capital Spares										
<b>Heritage assets</b>		-	-	-	-	-	-	-	-	-
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
<b>Investment properties</b>		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
<b>Other assets</b>		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Municipal Offices										
Pay/Enquiry Points										
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing		-	-	-	-	-	-	-	-	-
Staff Housing										
Social Housing										
Capital Spares										
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets										
<b>Intangible Assets</b>		-	77	-	250	220	-	-	-	-
Servitudes										
Licences and Rights		-	77	-	250	220	-	-	-	-
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications		-	77	-	250	220	-	-	-	-
Load Settlement Software Applications										
Unspecified										
<b>Computer Equipment</b>		209	350	350	130	127	196	215	-	-
Computer Equipment		209	350	350	130	127	196	215		
<b>Furniture and Office Equipment</b>		99	-	-	-	-	45	678	-	-
Furniture and Office Equipment		99					45	678		
<b>Machinery and Equipment</b>		840	512	512	350	350	12	-	-	-
Machinery and Equipment		840	512	512	350	350	12	-		
<b>Transport Assets</b>		-	-	-	-	-	-	-	-	-
Transport Assets										
<b>Land</b>		-	-	-	-	-	-	-	-	-
Land										
<b>Zoo's, Marine and Non-biological Animals</b>		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals										
Total Capital Expenditure on renewal of existing assets	1	1,149	939	862	730	697	253	893	-	-
Renewal of Existing Assets as % of total capex		0.0%	16.8%	11.8%	7.2%	5.0%	4.3%	11.1%	0.0%	0.0%
Renewal of Existing Assets as % of deprechn		30.5%	23.7%	22.0%	22.2%	21.2%	7.7%	25.2%	0.0%	0.0%

DC9 Frances Baard - Supporting Table SA34c Repairs and maintenance expenditure by asset class

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1									
<b>Repairs and maintenance expenditure by Asset Class/Sub-class</b>										
<b>Infrastructure</b>		-	-	-	-	-	-	-	-	-
<b>Community Assets</b>		40	-	-	-	-	-	-	-	-
Community Facilities		40	-	-	-	-	-	-	-	-
Halls										
Centres										
Crèches										
Clinics/Care Centres										
Fire/Ambulance Stations		40								
Testing Stations										
Museums										
Galleries										
Theatres										
Libraries										
Cemeteries/Crematoria										
Police										
Parks										
Public Open Space										
Nature Reserves										
Public Ablution Facilities										
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Indoor Facilities										
Outdoor Facilities										
Capital Spares										
<b>Heritage assets</b>		4	-	0	-	-	-	-	-	-
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage		4		0						
<b>Investment properties</b>		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
<b>Other assets</b>		222	345	334	335	348	389	884	920	752
Operational Buildings		222	345	334	335	348	389	884	920	752
Municipal Offices		222	345	334	335	348	389	884	920	752
Pay/Enquiry Points										
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing		-	-	-	-	-	-	-	-	-
Staff Housing										
Social Housing										
Capital Spares										
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets										
<b>Intangible Assets</b>		1,903	1,797	2,330	2,289	2,325	2,044	2,320	2,332	2,162
Servitudes										
Licences and Rights		1,903	1,797	2,330	2,289	2,325	2,044	2,320	2,332	2,162
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications		1,903	1,797	2,330	2,289	2,325	2,044	2,320	2,332	2,162
Load Settlement Software Applications										
Unspecified										
<b>Computer Equipment</b>		626	171	123	190	190	117	186	201	196
Computer Equipment		626	171	123	190	190	117	186	201	196
<b>Furniture and Office Equipment</b>		-	520	442	521	521	571	672	694	725
Furniture and Office Equipment			520	442	521	521	571	672	694	725
<b>Machinery and Equipment</b>		229	419	239	441	441	291	364	380	399
Machinery and Equipment		229	419	239	441	441	291	364	380	399
<b>Transport Assets</b>		230	269	468	523	724	467	719	749	778
Transport Assets		230	269	468	523	724	467	719	749	778
<b>Land</b>		-	-	-	-	-	-	-	-	-
Land										
<b>Zoo's, Marine and Non-biological Animals</b>		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals										
<b>Total Repairs and Maintenance Expenditure</b>	1	3,254	3,521	3,936	4,299	4,549	3,877	5,145	5,278	5,012
<b>R&amp;M as a % of PPE</b>		8.8%	7.6%	8.0%	7.3%	7.2%	7.5%	0.0%	9.4%	9.1%
<b>R&amp;M as % Operating Expenditure</b>		2.9%	2.6%	2.9%	3.2%	3.2%	3.0%	0.0%	4.1%	3.8%

DC9 Frances Baard - Supporting Table SA34d Depreciation by asset class

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1									
<b>Depreciation by Asset Class/Sub-class</b>										
<b>Infrastructure</b>		-	-	-	-	-	-	-	-	-
<b>Community Assets</b>		-	-	108	0	0	0	0	0	0
Community Facilities		-	-	108	0	0	0	0	0	0
Halls										
Centres										
Crèches										
Clinics/Care Centres										
Fire/Ambulance Stations				108	0	0	0	0	0	0
Testing Stations										
Museums										
Galleries										
Theatres										
Libraries										
Cemeteries/Crematoria										
Police										
Parks										
Public Open Space										
Nature Reserves										
Public Ablution Facilities										
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Indoor Facilities										
Outdoor Facilities										
Capital Spares										
<b>Heritage assets</b>		-	-	-	-	-	-	-	-	-
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
<b>Investment properties</b>		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
<b>Other assets</b>		607	510	771	510	510	510	511	511	511
Operational Buildings		607	510	771	510	510	510	511	511	511
Municipal Offices		607	510	771	510	510	510	511	511	511
Pay/Enquiry Points										
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing		-	-	-	-	-	-	-	-	-
Staff Housing										
Social Housing										
Capital Spares										
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets										
<b>Intangible Assets</b>		139	185	166	97	97	97	263	263	263
Servitudes										
Licences and Rights		139	185	166	97	97	97	263	263	263
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications		139	185	166	97	97	97	263	263	263
Load Settlement Software Applications										
Unspecified										
<b>Computer Equipment</b>		728	561	453	457	457	457	489	492	492
Computer Equipment		728	561	453	457	457	457	489	492	492
<b>Furniture and Office Equipment</b>		716	654	521	488	488	488	511	532	532
Furniture and Office Equipment		716	654	521	488	488	488	511	532	532
<b>Machinery and Equipment</b>		572	499	446	368	368	368	371	371	371
Machinery and Equipment		572	499	446	368	368	368	371	371	371
<b>Transport Assets</b>		1,008	1,552	1,463	1,370	1,370	1,370	1,406	1,506	1,606
Transport Assets		1,008	1,552	1,463	1,370	1,370	1,370	1,406	1,506	1,606
<b>Land</b>		-	-	-	-	-	-	-	-	-
Land										
<b>Zoo's, Marine and Non-biological Animals</b>		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals										
<b>Total Depreciation</b>	1	3,769	3,961	3,927	3,290	3,290	3,290	3,551	3,674	3,774

DC9 Frances Baard - Supporting Table SA34e Capital expenditure on the upgrading of existing assets by asset class

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1									
<b>Capital expenditure on upgrading of existing assets by Asset Class/Sub-class</b>										
<b>Infrastructure</b>		-	-	-	-	-	-	-	-	-
<b>Community Assets</b>		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Halls										
Centres										
Crèches										
Clinics/Care Centres										
Fire/Ambulance Stations										
Testing Stations										
Museums										
Galleries										
Theatres										
Libraries										
Cemeteries/Crematoria										
Police										
Parks										
Public Open Space										
Nature Reserves										
Public Ablution Facilities										
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Indoor Facilities										
Outdoor Facilities										
Capital Spares										
<b>Heritage assets</b>		-	-	-	-	-	-	-	-	-
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
<b>Investment properties</b>		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
<b>Other assets</b>		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Municipal Offices										
Pay/Enquiry Points										
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing		-	-	-	-	-	-	-	-	-
Staff Housing										
Social Housing										
Capital Spares										
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets										
<b>Intangible Assets</b>		-	-	-	-	-	-	-	-	-
Servitudes										
Licences and Rights		-	-	-	-	-	-	-	-	-
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications										
Load Settlement Software Applications										
Unspecified										
<b>Computer Equipment</b>		-	-	-	-	-	-	-	-	-
Computer Equipment										
<b>Furniture and Office Equipment</b>		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment										
<b>Machinery and Equipment</b>		-	-	-	-	-	-	-	-	-
Machinery and Equipment										
<b>Transport Assets</b>		-	-	-	-	-	-	-	-	-
Transport Assets										
<b>Land</b>		-	-	-	-	-	-	-	-	-
Land										
<b>Zoo's, Marine and Non-biological Animals</b>		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals										
Total Capital Expenditure on upgrading of existing assets	1	-	-	-	-	-	-	-	-	-
Upgrading of Existing Assets as % of total capex		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Upgrading of Existing Assets as % of deprecn"		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

DC9 Frances Baard - Supporting Table SA35 Future financial implications of the capital budget

Vote Description	Ref	2018/19 Medium Term Revenue & Expenditure Framework			Forecasts			
		Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Present value
R thousand								
<b>Capital expenditure</b>	1							
Vote 1 - Council & Executive		153	–	–				
Vote 2 - Budget & Treasury		17	–	–				
Vote 3 - Corporate Services		4,388	1,900	–				
Vote 4 - Planning & Development		28	–	–				
Vote 5 - Project Management & Advisory Services		3,464	–	–				
List entity summary if applicable								
<b>Total Capital Expenditure</b>		8,050	1,900	–	–	–	–	–
<b>Future operational costs by vote</b>	2							
Vote 1 - Council & Executive								
Vote 2 - Budget & Treasury								
Vote 3 - Corporate Services								
Vote 4 - Planning & Development								
Vote 5 - Project Management & Advisory Services								
List entity summary if applicable								
<b>Total future operational costs</b>		–	–	–	–	–	–	–
<b>Future revenue by source</b>	3							
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse revenue								
Service charges - other								
Rental of facilities and equipment								
List other revenues sources if applicable								
List entity summary if applicable								
<b>Total future revenue</b>		–	–	–	–	–	–	–
<b>Net Financial Implications</b>		8,050	1,900	–	–	–	–	–

DC9 Frances Baard - Supporting Table SA36 Detailed capital budget

R thousand	Function	Project Description	Project Number	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Latitude	2018/19 Medium Term Revenue & Expenditure Framework				
													Audited Outcome 2016/17	Current Year 2017/18 Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Parent municipality: List all capital projects grouped by Function																	
Basic Services	Building new offices						Project Management & Advisory Service	Operational Buildings	Municipal Offices	Head office	28 44 43 s / 24 43 21 e		2,079	5,000	3,000		
Basic Services	Furniture for new building						Project Management & Advisory Service	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				464		
Basic Services	Replace Chair						Project Management & Advisory Service	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e			3			
Basic Services	New desk						Project Management & Advisory Service	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e			6			
Prepare and monitor implementation of IDP	Replacement of chair						Planning & Development	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e			3			
To Prepare and Review Spatial Development Frameworks in Municipalities	Replacement of chair						Planning & Development	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e			4			
To Prepare and Review Spatial Development Frameworks in Municipalities	Lap top						Planning & Development	Computer Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e			22			
Develop and supply geographic information services to users in the district	Monitor						Planning & Development	Computer Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e			3			
Manage of planning & Development services	Replacement of chair						Planning & Development	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				4		
Provision of effective IT service to all users & stakeholders	Internet and telephone Upgrade						Corporate Services	Machinery and Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				100		
Provision of effective IT service to all users & stakeholders	Server space increase						Corporate Services	Computer Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e			30	300		
Provision of effective IT service to all users & stakeholders	Voice recorder						Corporate Services	Machinery and Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				350		
Provision of effective IT service to all users & stakeholders	Computer (Replace)						Corporate Services	Computer Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e			70	100		
Provision of effective IT service to all users & stakeholders	Computer (New)						Corporate Services	Computer Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e			12			
Provision of effective IT service to all users & stakeholders	Laptop (Replace)						Corporate Services	Computer Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				100		
Provision of effective IT service to all users & stakeholders	Lap top (New)						Corporate Services	Computer Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e			74			
Provision of effective IT service to all users & stakeholders	Mounted projec tor						Corporate Services	Machinery and Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e			24			
Provision of effective IT service to all users & stakeholders	External Hard Drive						Corporate Services	Machinery and Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e			1			
Provision of effective IT service to all users & stakeholders	Chair						Corporate Services	Machinery and Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e			1			
To manage auxiliary services efficiently and effectively	Replace vacuum cleaners						Corporate Services	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				14		
To manage auxiliary services efficiently and effectively	Replace 2 Ums. 2 New Ums						Corporate Services	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				5		
To manage auxiliary services efficiently and effectively	Microwave						Corporate Services	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				2		
To manage auxiliary services efficiently and effectively	Ice Machine						Corporate Services	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				44		
To manage auxiliary services efficiently and effectively	Brush Cutter						Corporate Services	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				7		
To manage auxiliary services efficiently and effectively	Garden equipment						Corporate Services	Machinery and Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				12		
To manage auxiliary services efficiently and effectively	Airconditioner						Corporate Services	Machinery and Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e			19	25		
To manage auxiliary services efficiently and effectively	Building new offices						Corporate Services	Operational Buildings	Municipal Offices	Head office	28 44 43 s / 24 43 21 e				20		
To manage auxiliary services efficiently and effectively	Lawn Mower						Corporate Services	Machinery and Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e			8			
To manage auxiliary services efficiently and effectively	Chair						Corporate Services	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e			5			
To manage auxiliary services efficiently and effectively	Printer						Corporate Services	Machinery and Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				495		
Rendering of effective environmental protection services and food safety programmes	Desk						Corporate Services	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				13		
Rendering of effective environmental protection services and food safety programmes	Chair						Corporate Services	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				9		
Rendering of effective environmental protection services and food safety programmes	Cabinet						Corporate Services	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e			4	9		
Rendering of effective environmental protection services and food safety programmes	Digital thermometres						Corporate Services	Machinery and Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				21		
Rendering of effective environmental protection services and food safety programmes	Three double cab bakkies						Corporate Services	Transport Assets	Unspecified	Head office	28 44 43 s / 24 43 21 e				735		
Rendering of disaster management services in the district	L - Shape desk						Corporate Services	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				9		
Rendering of disaster management services in the district	4 Draw cabinet						Corporate Services	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e			4	8		
Rendering of disaster management services in the district	DSTV Decoder						Corporate Services	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e			2			
Rendering of disaster management services in the district	Camera						Corporate Services	Machinery and Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e			5			
Rendering of disaster management services in the district	6 Office chairs						Corporate Services	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				12		
Rendering of disaster management services in the district	6 lockers						Corporate Services	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				8		

Rendering of disaster management services in the district	Kettle					Corporate Services	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				0		
Rendering of disaster management services in the district	Microwave					Corporate Services	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				3		
Rendering of disaster management services in the district	Utensils					Corporate Services	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				2		
Rendering of disaster management services in the district	Stove					Corporate Services	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				4		
Rendering of disaster management services in the district	6 Single beds					Corporate Services	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				18		
Rendering of disaster management services in the district	Laminator					Corporate Services	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				2		
Rendering of disaster management services in the district	Fire fighting equipment					Corporate Services	Machinery and Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				63		
Rendering of disaster management services in the district	Fire trucks					Corporate Services	Transport Assets	Unspecified	Head office	28 44 43 s / 24 43 21 e				1,900	1,900	
Enhance local economic development through LED capacity building and tourism	Desk top computer					Corporate Services	Computer Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				15		
Enhance local economic development through LED capacity building and tourism	Replacement of chairs					Corporate Services	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				9		
To implement an effective system of supply chain management	Water dispenser					Budget & Treasury	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e		3				
To implement an effective system of supply chain management	Chairs					Budget & Treasury	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				12		
To implement an effective system of budgeting and in year reporting procedures	Caseware					Budget & Treasury	Licences and Rights	Unspecified	Head office	28 44 43 s / 24 43 21 e			470			
To implement an effective system of budgeting and in year reporting procedures	Chair					Budget & Treasury	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e			3			
To implement an effective system of budgeting and in year reporting procedures	Water dispenser					Budget & Treasury	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				4		
To implement an effective system of budgeting and in year reporting procedures	Desk top calculator					Budget & Treasury	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				2		
To effectively manage the revenue and expenditure functions of the municipality and ensure that proper asset management systems are in place	Schredder					Budget & Treasury	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				1		
To effectively manage the revenue and expenditure functions of the municipality and ensure that proper asset management systems are in place	Desk top calculator					Budget & Treasury	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e			1			
To effectively manage the revenue and expenditure functions of the municipality and ensure that proper asset management systems are in place	Battery Charger					Budget & Treasury	Machinery and Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				5		
To effectively manage the revenue and expenditure functions of the municipality and ensure that proper asset management systems are in place	Asset scanner					Budget & Treasury	Machinery and Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				50		
Political oversight & administration	Chairs					Vote 1 - Council & Executive	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				30		
Political oversight & administration	Couch					Vote 1 - Council & Executive	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e			10		70	
Ensure accountable administration	Printer					Vote 1 - Council & Executive	Computer Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				3		
Ensure accountable administration	Voice recorder					Vote 1 - Council & Executive	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				3		
Ensure accountable administration	Replace chairs					Vote 1 - Council & Executive	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				12		
Ensure accountable administration	High back chair					Vote 1 - Council & Executive	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				28		
Ensure accountable administration	Voice recorder					Vote 1 - Council & Executive	Machinery and Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				12		
Ensure accountable administration	Chair					Vote 1 - Council & Executive	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				1		
Ensure accountable administration	Shelves					Vote 1 - Council & Executive	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				5		
Ensure accountable administration	Projector & Schreen					Vote 1 - Council & Executive	Machinery and Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				1		
Ensure accountable administration	Desk					Vote 1 - Council & Executive	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				3		
Ensure accountable administration	Cabinet					Vote 1 - Council & Executive	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				8		
Ensure accountable administration	Heavy duty copier					Vote 1 - Council & Executive	Computer Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				66		
Communication Services	Heavy duty Trolley					Vote 1 - Council & Executive	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				1		
Communication Services	Industrial punch					Vote 1 - Council & Executive	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				1		
Communication Services	Gulltline					Vote 1 - Council & Executive	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				1		
Communication Services	Camera					Vote 1 - Council & Executive	Machinery and Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				6		
Communication Services	Chair					Vote 1 - Council & Executive	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				3		
Youth Development	Chair					Vote 1 - Council & Executive	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				4		
Youth Development	Desk					Vote 1 - Council & Executive	Furniture and Office Equipment	Unspecified	Head office	28 44 43 s / 24 43 21 e				2		
Parent Capital expenditure												2,079	5,947	8,050	1,900	--
Entities: List all capital projects grouped by Entity																
Entity A Water project A																
Entity B Electricity project B																
Entity Capital expenditure												--	--	--	--	--
Total Capital expenditure												2,079	5,947	8,050	1,900	--



DC9 Frances Baard - Supporting Table SA37 Projects delayed from previous financial year/s

R thousand	Function	Project name	Project number	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Latitude	Previous target year to complete	Current Year 2017/18		2018/19 Medium Term Revenue & Expenditure Framework															
														Original Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21													
Parent municipality: List all capital projects grouped by Function																															
Entities: List all capital projects grouped by Entity																															
Entity Name Project name																															

DC9 Frances Baard - Supporting Table SA38 Consolidated detailed operational projects																			
R thousand	Function	Project Description	Project Number	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Latitude	Prior year outcomes		2018/19 Medium Term Revenue & Expenditure Framework				
													Audited Outcome 2016/17	Current Year 2017/18 Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21		
Parent municipality: List all operational projects grouped by Function																			
Parent Operational expenditure															-	-	-	-	-
Entities: List all Operational projects grouped by Entity																			
Entity A Water project A																			
Entity B Electricity project B																			
Entity Operational expenditure															-	-	-	-	-
Total Operational expenditure															-	-	-	-	-

***SERVICE DELIVERY & BUDGET  
IMPLEMENTATION PLAN***

# **FRANCES BAARD DISTRICT MUNICIPALITY**



## **SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN 2018 / 2019**

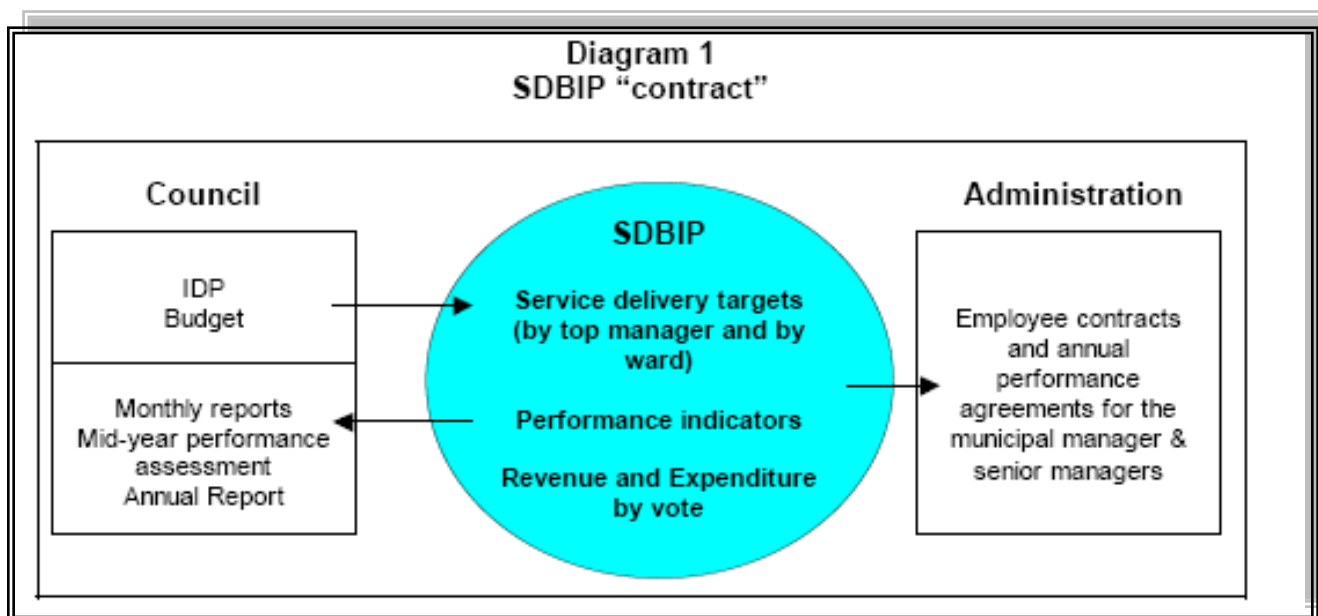
## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2018-2019

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## 1. INTRODUCTION

The Service Delivery and Budget Implementation Plan (SDBIP) seek to promote municipal accountability and transparency and is an important instrument for service delivery and budget monitoring and evaluation. The SDBIP is a partnership contract between the administration, council and community, which expresses the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve (12) months.



## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2018-2019

Chapter 1 of the Municipal Finance Management Act, (Act 56 of 2003) (MFMA) defines the SDBIP as a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality's delivery of services and the execution of its annual budget which must include (as part of the top-layer) the following:

(a) Projections for each month:

- Revenue to be collected, by source, and
- Operational and capital expenditure, by vote.

(b) Service delivery targets and performance indicators for each quarter.

In terms of National Treasury's Circular No.13 the SDBIP must provide a picture of service delivery areas, budget allocations and enable monitoring and evaluation. It specifically requires the SDBIP to include:

- Monthly projections of revenue to be collected for each source;
- Monthly projections of expenditure (operating and capital) and revenue for each vote;
- Quarterly projections of service delivery targets and performance indicators for each vote;
- Information for expenditure and delivery; and a
- Detailed capital works plan.

In terms of sections 69(3) (a) and (b) of the MFMA the accounting officer of a municipality must submit to the mayor within 14 days after the approval of an annual budget, a draft SDBIP for the budget year and drafts of the annual performance agreements as required in terms of section 57(1) (b) of the Municipal Systems Act (MSA) for the municipal manager and all senior managers. Furthermore, according to section 53(1) (c) (ii) and (iii) of the MFMA, the Executive Mayor is expected to approve the SDBIP within 28 days after the approval of the budget.

This coincides with the need to table at Council, drafts of the annual performance agreements for the municipal manager and all senior managers as required in terms of section 57(1) (b) of the MSA.

## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2018-2019

The process leading to the draft Budget, IDP and business plans, which have an important bearing on the finalization of the SDBIP, includes the following elements:

- Departmental operational plans/departmental SDBIPs. These departmental SDBIPs provide the detailed plans and targets according to which the departments' performance will be monitored.
- The departmental SDBIP's/operational plans contain performance plans of line managers. The performance plans were formulated in terms of the IDP sector plans and the operational mandates relevant to each department. The performance plans form the basis for the signing of the annual performance agreements of the municipal manager and senior managers. The SDBIP represents the key performance targets as captured across core departments.

The structure of the FBDM's 2018/19 SDBIP in the table below considers the pertinent legal requirements:

SECTION	DESCRIPTION
Introduction	<ul style="list-style-type: none"><li>• Legislative description of the SDBIP</li><li>• Components of the SDBIP</li></ul>
Capital Works Plan	<ul style="list-style-type: none"><li>• Three-year capital works plan</li><li>• Spatial Development Framework</li><li>• A list of key capital projects to be implemented in the budget year broken down according to municipalities</li></ul>
High level Service Delivery Breakdown	<ul style="list-style-type: none"><li>• Municipal score card showing KPI's and targets</li></ul>
Budget Implementation Plan for 2018/19	<p>Monthly projections of revenue to be collected by source</p> <ul style="list-style-type: none"><li>• Monthly projections of expenditure of operating, and revenue for each vote</li><li>• Monthly projection of capital by vote</li></ul>
Conclusion	<ul style="list-style-type: none"><li>• SDBIP as significant monitoring tool</li></ul>



## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2018-2019

The budget implementation section of the SDBIP is categorised in terms of votes as prescribed by the MFMA. In the case of the FBDM, votes indicate a budget allocation for core administration.

- Executive and Council
- Budget and Treasury
- Corporate Services
- Planning and Development
- Project Management and Advisory Services

## 2. CAPITAL WORKS PLAN

The capital budget of FBDM is focused on own capital expenditure needs such as computer equipment, upgrading of buildings, etc. and not so much on infrastructure services.

### 2.1 Three-Year Capital Projects

The table below outlines the medium-term capital budget of the FBDM.

Vote Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Vote 1 - Executive & Council	311	30	55	195	195	115	153	–	–
Vote 2 - Budget & Treasury	936	1 953	1 862	897	897	532	17	–	–
Vote 3 - Corporate Services	739	2 968	2 356	1 149	3 112	260	4 388	1 900	–
Vote 4 - Planning & Development	45	140	56	35	35	32	28	–	–
Vote 5 - Vote 5 - Project Management & Advisory Services	94	492	2 995	7 812	9 812	5 009	3 464	–	–
<b>Total Capital Expenditure - Vote</b>	<b>2 125</b>	<b>5 582</b>	<b>7 325</b>	<b>10 087</b>	<b>14 050</b>	<b>5 947</b>	<b>8 050</b>	<b>1 900</b>	<b>–</b>

## **2.2 Spatial Development Framework**

A summary of the Spatial Development Framework (SDF) has been provided herewith. It highlights background to the SDF, the main issues identified by the SDF and objectives, strategies and projects formulated to address these spatial challenges.

Municipalities are required by the provisions of Section 26(e) of the Municipal Systems Act 2000 to prepare and adopt a SDF for their municipal area as part of the Integrated Development Plan. The objectives of SDF are clearly articulated under Section 4 of the Local Government: Municipal Planning and Performance Management Regulations 2001 and Section 18 of the Spatial Planning and Land Reform Act 16 of 2013. The Spatial Planning and Land Reform Act 16 of 2013 is the legislation and government policy that give municipalities the responsibility of preparing and adopting Spatial Development Frameworks for municipalities.

The SDF for Frances Baard District Municipality was adopted by Council in 2014.

## **2.3 Spatial Planning Issues**

One of the principal objectives of SDF is the promotion of sustainable human settlement development. However, there are a number of factors in the FBDM region that pose to undermine the sustainable development of the region, namely: -

- Population increase: All the municipalities in the district with the exception of Phokwane Local Municipality are experiencing an increase in population growth;
- The urban settlements in FBDM are inefficient and expensive to maintain and live in, because they are not compact and creating infrastructure maintenance burdens to municipalities;
- Poor local land management problems, caused by poor agricultural practices and mining;
- The Harts-, the Vaal- and Modder rivers are under endangered conditions;
- Dwindling flora and fauna as the Vaalbos National Park was de-proclaimed;
- Mines are poorly rehabilitated as evidenced by various open quarries and pits in the FBDM region;
- High concentration of crime in urban areas.

## **2.4 Capital Projects to category B municipalities for 2018/19**

Circular 13 of the MFMA calls for the provision of detailed capital works plans to ensure sufficient detail to measure and monitor delivery of infrastructure projects. It has to be appreciated that the breakdown of the capital works plan, is helpful in terms of showing the spread of FBDM's intervention in its provision of services.

This section provides a breakdown of capital expenditure across the FBDM. The capital projects for 2018/19 are broken down according to category B municipalities in the District.

## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2018-2019

Description	2014/15	2015/16	2016/17	Current Year 2017/18			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<b><u>OPERATIONAL: O&amp;M</u></b>									
<i>Dikgatlong Municipality (NC092)</i>	2 500	2 499	2 500	2 500	2 500	2 300	1 750	2 400	2 500
<i>Magareng Municipality (NC093)</i>	2 500	2 500	2 500	2 500	4 100	2 500	1 750	2 400	2 500
<i>Phokwane Municipality (NC094)</i>	2 500	2 499	2 500	2 500	2 238	2 500	1 750	2 400	2 500
<i>Sol Plaatje Municipality (NC091)</i>	2 500	2 500	2 500	2 500	2 500	2 500	1 750	2 400	2 500
<b><u>CAPITAL</u></b>									
<i>Dikgatlong Municipality (NC092)</i>	2 235	2 458	11 023	3 500	3 500	3 500	–	–	–
<i>Dikgatlong Municipality (NC092) (Roll over)</i>				1 000	1 000	1 000	–	–	–
<i>Magareng Municipality (NC093) (Roll over)</i>	5 000	9 647	1 269	5 000	5 000	5 000	–	–	–
<i>Phokwane Municipality (NC094) (Roll over)</i>	5 874	8 111	7 254	1 000	1 000	826	–	–	–
<i>Sol Plaatje Municipality (NC091)</i>	4 326	5 974	6 227	–	–	–	–	–	–
<i>Total Operational and Capital</i>	27 435	36 187	35 774	20 500	21 838	20 126	7 000	9 600	10 000

### 3. HIGH-LEVEL SERVICE DELIVERY BREAKDOWN

The FBDM is required in terms of the SDBIP, to provide non-financial measurable performance objectives in the form of service delivery targets and other performance indicators. Service delivery targets relate to the level and standard of services being provided to the community. It also includes targets for the reductions in backlogs of basic services according to Circular 13 of the MFMA. The SDBIP provides high level, but condensed public information on service delivery to all stakeholders within and outside the district.

The SDBIP is conceptualized as a layered plan dealing with consolidated service targets and in-year deadlines and linking such targets and deadlines to top management. The Municipal Score Card represents a consolidation of all the FBDM detailed service delivery targets and performance indicators as captured in the operational plans, the performance plans and score cards of the managers in the various departments of the municipality.

## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2018-2019

In terms of the objectives, strategies and projects as listed in the IDP and the budget, Frances Baard District Municipality commits itself as follows:

### 3.1 MUNICIPAL STRATEGIC OBJECTIVES:

1. To provide sustainable municipal services in the district;
2. To implement municipal institutional development and transformation in the district;
3. To promote local economic development in the district;
4. To promote municipal financial viability and management in the district; and
5. To promote and implement good democratic governance and public participation in the district.

### 3.2 FBDM PERFORMANCE PLAN / OPERATIONAL PLAN / SCORE CARD - 2018/19 Financial Year:

FBDM PERFORMANCE PLAN / SCORE-CARD - 2018/19									
KEY PERFORMANCE AREA (KPA's)	KEY PERFORMANCE INDICATORS (KPI's)	Baseline	Annual Targets	Measure	Verification	Quarterly Projections			
IDP GOALS	IDP OBJECTIVES	30/06/2018	2018/19	Unit	PoE	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
KPA 1: Sustainable Municipal Infrastructure Development and Basic Service Delivery.									
<i>Sub-KPA 1.1: Improved access to sustainable basic services in the district.</i>	1. Percentage support and assistance the 4 LMs in identification, prioritisation and review of projects.	Infrastructure needs list from LM's for 2018/19	100% Approved Allocations for 2018/19	% Completion: Once-off activity	Council Resolution	-	-	-	100%
	2. Amount (R) spent/% projects progress in the provision of potable water to households in the district.	Allocation for 2018/19 (R)	100% Spending of allocation (R)	Amount spent (R) and Progress in %	Quarterly Project Reports and spending (R)	10% (R)	26% (R)	89% (R)	100% (R)
	3. Amount (R) spent/% projects progress in the provision of sanitation facilities to all households in the district.	Allocation for 2018/19 (R)	100% Spending of allocation (R)	Amount spent (R) and Progress in %	Quarterly Project Reports and spending (R)	7% (R)	26% (R)	68% (R)	100% (R)

# SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2018-2019

## FBDM PERFORMANCE PLAN / SCORE-CARD - 2018/19

KEY PERFORMANCE AREA (KPA's)	KEY PERFORMANCE INDICATORS (KPI's)	Baseline	Annual Targets	Measure	Verification	Quarterly Projections			
IDP GOALS	IDP OBJECTIVES	30/06/2018	2018/19	Unit	PoE	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
	4. Amount (R)spent/% on projects progress on roads related projects in the LMs of the district.	Allocation for 2018/19 (R )	100% Spending of allocation (R )	Amount spent (R) and progress in %	Quarterly Project Reports and spending (R)	–	30% (R )	70% (R )	100% (R )
	5. Amount (R)% spent on support to LMs in operation and maintenance of municipal infrastructure in the district.	Allocation for 2018/19 (R )	100% Spending of allocation (R )	Amount spent (R) and progress in %	Quarterly Project Reports and spending (R)	18% (R )	47% (R )	65% (R )	100% (R )
	6. Amount (R)% spent on the DORA grant in supporting LMs with Transport Planning in the district.	Allocation for 2018/19 (R )	100% Spending of allocation (R )	Amount spent (R) and progress in %	Quarterly Project Reports and spending (R)	–	–	–	–
	7. Number of jobs created through EPWP targets, achieved as per EPWP incentive agreements.(FTEs) for 2018/19	8 EPWP FTE's as per EPWP Integrated Grant to municipalities	8 EPWP FTE's as per EPWP Integrated Grant to municipalities	Number of FTEs	Quarterly Reports	1 13% of target	3 38% of target	5 63% of target	8 100% of target
<b>Sub-KPA 1.2: Facilitation of the creation of sustainable human settlements</b>	8. Percentage facilitation in the reduction of the housing backlog.	Reviewed human settlements sector plans and chapters	100%	Number %	Quarterly Reports	100%	100%	100%	100%
	9. Number / % of consumer education workshops conducted.	100%	8 = 100%	Number %	Quarterly Reports/Min	2 = 25% Reports/Min of Workshop	4 = 50% Reports/Min of Workshop	6 = 75% Reports/Min of Workshop	8 = 100% Reports/Min of Workshop
<b>KPA 2: Local Economic Development (LED)</b>									
<b>Sub-KPA: 2.1 Facilitation of growth and diversification of the District Economy.</b>	10. Percentage progress in the implementation of programmes/projects aimed at building a diverse economy during 2018/19 FY.	Selected Projects/Programmes 100%	4 Projects/programmes 100%	No of Projects/ % Progress	Quarterly Reports	4 / 33%	4 / 68%	4 / 86,7%	4 / 100%
	11. Percentage progress in the implementation of programmes/projects aimed at developing learning and skillful economies during 2018/19 FY.	Selected Programmes 100%	2 Programmes 100%	No of Projects/ % Progress	Quarterly Reports	2 / 27,5%	2 / 45%	2 / 67,5%	2 / 100%
	12. Percentage progress in the implementation of programmes/projects aimed at developing inclusive economies during 2018/19.	Selected Projects/Programmes 100%	2 Projects/Programmes 100%	No of Projects/ % Progress	Quarterly Reports	2 / 37,5%	2 / 66,7%	2 / 95,8%	2 / 100%
	13. Percentage progress in the implementation of projects aimed at the developing and supporting enterprises during 2018/19 FY.	Selected Programmes 100%	1 Programmes 100%	No of Projects/ % Progress	Quarterly Reports	1 / 30%	–	1 / 50%	1 / 100%
	14. Percentage progress in the implementation of economic governance in the district during 2018/19 FY.	Selected Projects 100%	1 Project %	No of Projects/ % Progress	Quarterly Reports	1 / 25%	2 / 50%	1 / 75%	1 / 100%

# SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2018-2019

FBDM PERFORMANCE PLAN / SCORE-CARD - 2018/19									
KEY PERFORMANCE AREA (KPA's)	KEY PERFORMANCE INDICATORS (KPI's)	Baseline	Annual Targets	Measure	Verification	Quarterly Projections			
IDP GOALS	IDP OBJECTIVES	30/06/2018	2017/18	Unit	PoE	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
<b>Sub-KPA: 2.2</b> <i>Development of a vibrant tourism sector economy.</i>	15. Percentage progress on the programme to support and promote tourism development in the district.	Approved programmes and projects for 2018/19	5 programmes / projects 100%	No of programmes/ projects % Progress	Quarterly reports	5 - 41%	5 - 59%	5 - 78%	5 - 100%
	16. Percentage progress in the establishment and expansion of a destination brand in the district.	Approved activities and programmes for 2018/19	3 Main activities and programmes 100%	Number of main activities and programmes/ % progress	Quarterly reports	3 - 28%	3 - 59%	3 - 79%	3 - 100%
	17. Percentage facilitation of strategic partnerships and participation of tourism role players in the district.	Functional Association	4 Association Meetings 100% facilitated	Number of meetings	Quarterly reports	1 - 25%	2 - 50%	3 - 75%	4 - 100%
<b>KPA 3: Institutional Development and Transformation.</b>									
<b>Sub-KPA 3.1: Environmental Management.</b>	18. Percentage progress on the programme of implementing effective and sustainable municipal health services in the district.	2017/18 Programmes Completed	3 Projects 100% completed	% = Program Number of Activities	Quarterly reports	25%	50%	75%	100%
	19. Percentage progress on the programme to improve environmental planning and management in the district.	2017/18 Programmes Completed	4 Programmes 100% completed	% = Program Number of Activities	Quarterly reports	25%	50%	75%	100%
<b>Sub-KPA 3.2: Disaster Management.</b>	20. Percentage completion of projects and programmes aimed at disaster management capacity building in 3 local municipalities of the district.	2017/18 Programmes Completed	100%	% Compliance with Training Plan	Number of volunteers trained	–	–	100%	–
	21. Percentage implementation of response recovery mechanisms in the 3LMs of the district as per the DDMF.	2017/18 Programmes Completed	100% Implementation	% Compliance	Quarterly reports	20%	50%	75%	100%
	22. Percentage completion of projects and programmes aimed at capacity building in fire fighting for 3 local municipalities in the district.	2017/18 Programmes Completed	100% Implementation of planned programmes and projects.	% Compliance with D/M Plan	Monthly reports	25%	50%	75%	100%
	23. Percentage maintenance of the security systems in FBDM.	2017/18 Programmes Completed	100%	% Compliance with DM Plan	Monthly reports	100%	100%	100%	100%

**SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2018-2019**

<b>FBDM PERFORMANCE PLAN / SCORE-CARD - 2018/19</b>									
<b>KEY PERFORMANCE AREA (KPA's)</b>	<b>KEY PERFORMANCE INDICATORS (KPI's)</b>	<b>Baseline</b>	<b>Annual Targets</b>	<b>Measure</b>	<b>Verification</b>	<b>Quarterly Projections</b>			
<b>IDP GOALS</b>	<b>IDP OBJECTIVES</b>	<b>30/06/2018</b>	<b>2018/19</b>	<b>Unit</b>	<b>PoE</b>	<b>1st Qtr</b>	<b>2nd Qtr</b>	<b>3rd Qtr</b>	<b>4th Qtr</b>
<b>Sub-KPA 3.3: Human Resource Management</b>	24. Percentage development and implementation of an HR Strategy for FBDM by 2018/19 FY.	2007 Approved HR Strategy	1 HR Strategy for FBDM	Draft HR Strategy	Progress Reports	25%	50%	75%	100%
	25. Percentage developed and implementation of the WSP that is aligned to strategic objectives of the municipality by 2018/19 FY.	Support provided in 2017/18 FY.	100%	% Compliance	Quarterly reports	–	–	100%	–
	26. Percentage human resource management support to all departments at FBDM and the LMs by 2018/19 FY.	WSP 2018/19 FY ATR 2017/18 FY	100%	%Compliance	Quarterly reports	100%	100%	100%	100%
<b>FBDM PERFORMANCE PLAN / SCORE-CARD - 2018/19</b>									
<b>KEY PERFORMANCE AREA (KPA's)</b>	<b>KEY PERFORMANCE INDICATORS (KPI's)</b>	<b>Baseline</b>	<b>Annual Targets</b>	<b>Measure</b>	<b>Verification</b>	<b>Quarterly Projections</b>			
<b>IDP GOALS</b>	<b>IDP OBJECTIVES</b>	<b>30/06/2018</b>	<b>2018/19</b>	<b>Unit</b>	<b>PoE</b>	<b>1st Qtr</b>	<b>2nd Qtr</b>	<b>3rd Qtr</b>	<b>4th Qtr</b>
<b>KPA 3: Institutional Development and Transformation continue ...</b>									
<b>Sub-KPA 3.4: Records Management.</b>	27. Percentage compliance with the Provincial Archives Act in FBDM and at the LMs for the 2018/19 FY.	100% Compliant	100%	% Compliance	Quarterly reports	100%	100%	100%	100%
	28. Percentage provision of an effective and cost-efficient office support functions rendered to FBDM for 2018/19 FY.	100% Office support rendered for 2018/19	100%	% Compliance	Quarterly reports	100%	100%	100%	100%
	29. Percentage maintainance of buildings and management of contractors in FBDM.	2018/19 Maintenance projects complete	100%	% Compliance	Maintenance Reports	25%	50%	75%	100%
<b>Sub-KPA 3.5: Information Communication Technology. (ICT)</b>	30. Percentage improvement and maintence of ICT infrastructure in FBDM in the 2018/19 FY.	Approved activities/projects for 2018/19	100%	% Improved accessibility	Quarterly reports on accessibility	25%	50%	75%	100%
	31. Percentage implementation of ICT support programmes for the 3 LMs for the 2018/19 FY.	100% Support provided as per request	100%	% Compliance	Quarterly reports	20%	50%	70%	100%
<b>Sub-KPA 3.6: Integrated Development Planning. (IDP)</b>	32. Percentage facilitation of IDP preparation and review in FBDM in compliance with relevant legislation and policies by 2018/19 FY.	5 / 100%	100%	% Credible IDP processes completed	Quarterly reports / Process Plans	25%	50%	75%	100%
	33. Percentage assistance and support to the LMs in the preparation and review of their IDPs.	100%	100%	% Credible IDP processes completed	Quarterly Reports/Process Plans	25%	50%	75%	100%

# SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2018-2019

FBDM PERFORMANCE PLAN / SCORE-CARD - 2018/19									
KEY PERFORMANCE AREA (KPA's)	KEY PERFORMANCE INDICATORS (KPI's)	Baseline	Annual Targets	Measure	Verification	Quarterly Projections			
IDP GOALS	IDP OBJECTIVES	30/06/2018	2018/19	Unit	PoE	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
<b>Sub-KPA 3.7: Performance Management. (PMS)</b>	34. Percentage assistance to the LMs to establish functional and sustainable PMS in compliance with legislation.	Support provided as and when requested.	100% Support	% Compliance	Quarterly reports and appraisals	25%	50%	75%	100%
	35. Percentage compliance with a functional institutional performance management system in FBDM for 2018/19 FY.	100%	100%	% Compliance	Quarterly reports	25%	50%	75%	100%
<b>KPA 3: Institutional Development and Transformation continue ...</b>									
<b>Sub-KPA 3.8: Town and Regional Planning.</b>	36. Percentage facilitation of the development of urban areas in accordance with approved spatial plans in the 3 LM's for the 2018/19 FY.	Approved Spatial Plans	100% Compliance with SPLUMA	% Compliance	Quarterly reports	100%	100%	100%	100%
<b>Sub-KPA 3.9: Geographical Information System. (GIS)</b>	37. Percentage creation of integrated GIS services in the district for the 2018/19 FY.	Phokwane & Dikgatlong 100%	100% Sol Plaatje	Completed activities % Completion	Quarterly Reports	25%	50%	75%	100%
	38. Percentage enhancement of the use of GIS as a planning tool for the 2018/19 FY.	Workshops conducted in 2017/18 FY	100% implementation of the GIS programme	% Implementation	Quarterly reports	25%	50%	75%	100%
<b>Sub-KPA 4.1: Communication.</b>	39. Percentage provision of information to improve public understanding and facilitation of collaboration of government activities for the 2018/19 FY.	Planned Activities for 2018/19	Pre-selected activities completed 100%	% Progress on implementation of activities	Monthly Quarterly Reports	25%	50%	75%	100%
	40. Percentage support towards the improvement of staff engagement to successfully implement the goals of FBDM for the 2018/19 FY.	100%	1 / 100%	% Progress	Quarterly surveys and reports	25%	50%	75%	100%
<b>Sub-KPA 4.2: Risk Management.</b>	41. Percentage implementation of policies, procedures, strategies and implementation plans necessary to minimise identified risks in FBDM and 2 LMs for the 2018/19 FY.	2017/2018 Risk Registers	100% completion of risk assessments	% progress	Quarterly Reports	25%	50%	75%	100%
	42. Percentage implementation of a fraud prevention policy, strategy and implementation plan for FBDM and the 2 LMs for the 2018/19 FY.	Approved FBDM Fraud Prevention Strategy, Policy and Plan	100% completion of fraud prevention programme	% progress	Quarterly reports	–	100%	–	–



# SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2018-2019

FBDM PERFORMANCE PLAN / SCORE-CARD - 2018/19									
KEY PERFORMANCE AREA (KPA's)	KEY PERFORMANCE INDICATORS (KPI's)	Baseline	Annual Targets	Measure	Verification	Quarterly Projections			
IDP GOALS	IDP OBJECTIVES	30/06/2018	2018/19	Unit	PoE	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
<b>KPA 4: Good Governance and Public Participation.</b>									
<b>Sub-KPA 4.3: Internal Audit.</b>	43. Percentage evaluation and contribution to the implementation and improvement of the efficiency and effectiveness of internal controls and safeguarding of asstes of FBDM the 2 LMs for the 2018/19 FY.	100% Implemented 2017/18 Audit plan	100% Implementation of the audit plan	Monthly / Quarterly I/A reports	Monthly / Quarterly I/A reports	25%	50%	75%	100%
	44. Percentage evaluation of the implementation of performance management system in FBDM and the 2 LMs for the 2018/19 FY.	100% Compliance in 2017/18	100% Compliance	Quarterly I/A reports	Quarterly I/A reports	100%	100%	100%	100%
	45. Percentage assessment of matters relating to compliance with legislation to ensure sustainable management of financial affairs and performance management in FBDM in the 2 LMs. (IDP)	100% Compliance in 2017/18	100% Compliance	Quarterly I/A reports	Quarterly I/A reports	100%	100%	100%	100%
	46. Percentage assessment of matters relating to compliance with legislation in contributing to the reliability and integrity of financial and non-financial information in FBDM and the 2 LMs for the 2018/19 FY.	100% Compliance in 2017/18	100% Compliance	Quarterly APRC reports	Quarterly APRC reports	100%	100%	100%	100%
<b>Sub-KPA 4.4: Legal and Compliance Services.</b>	47. Percentage implementation of a legal service to FBDM and the LMs (on request) for the 2018/19 FY.	100% Compliance in 2017/18	100%	% Compliance	Monthly Quarterly reports	100%	100%	100%	100%
	48. Percentage vetting of contracts to ensure sound legal binding contracts in FBDM and the LMs for the 2018/19 FY.	100% Compliance in 2017/18	100%	% Compliance	Monthly Quarterly reports	100%	100%	100%	100%
<b>Sub-KPA 4.5: Council, Committee Services &amp; Administration.</b>	49. Percentage facilitation of Council and committee meetings to ensure timely implementation of Council resolutions in FBDM for the 2018/19 FY.	100% facilitation in 2017/18	100%	% Compliance	Signed agendaae and minutes of Council and committee meetings	100%	100%	100%	100%

# SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2018-2019

## FBDM PERFORMANCE PLAN / SCORE-CARD - 2018/19

KEY PERFORMANCE AREA (KPA's)	KEY PERFORMANCE INDICATORS (KPI's)	Baseline	Annual Targets	Measure	Verification	Quarterly Projections			
IDP GOALS	IDP OBJECTIVES	30/06/2018	2018/19	Unit	PoE	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
<i>Sub-KPA 4.7: Youth Service</i>	50. Percentage implementation of planned youth development initiatives in the district by 2018/19 FY.	100% Implementation in 2017/18	100% implementation	Number of youth economic development initiatives undertaken.	Quarterly Reports	25%	50%	75%	100%
	51. Percentage development of initiatives to strengthen and support organised youth structures in the district by 2018/19 FY.	100% Support provided in 2017/18	100%	Number of organised youth structures supported.	Quarterly Reports	25%	50%	75%	100%
	52. Percentage implementation of the district youth skills development plan by 2018/19 FY.	100% Implementation in 2017/18	100%	% implementation	Quarterly Reports	25%	50%	75%	100%
<i>Sub-KPA 4.8: Special Programmes</i>	53. Percentage coordination and monitoring of special programmes in the district by 2018/19 FY.	100% coordination and monitoring provided in 2017/18	100%	Number of special programmes coordination, monitoring or facilitated	Quarterly Reports	25%	50%	75%	100%
<b>KPA 5: Municipal Financial Viability and Management.</b>									
<i>Sub-KPA 4.9: Finance</i>	54. Percentage implementation of activities to ensure long-term financial sustainability of the municipality during 2018/19 FY.	100%	100%	% Compliance	Monthly Quarterly reports	100%	100%	100%	100%
	55. Percentage compliance with all accounting statutory and legislative requirements during 2018/19 FY.	100%	100%	% Compliance	Monthly Quarterly reports	100%	100%	100%	100%
	56. Percentage adherence to systems of supply chain management during 2018/19 FY.	100%	100%	% Compliance	Monthly Quarterly reports	100%	100%	100%	100%
	57. Percentage implementation of revenue generating and debt collection strategies during 2018/19 FY.	100%	100%	% progress	Monthly Quarterly reports	100%	100%	100%	100%
	58. Percentage implementation of processes and activities to ensure proper management of cash resources to meet financial liabilities during 2018/19 FY.	100%	100%	% Compliance	Monthly Quarterly reports	100%	100%	100%	100%
	59. Percentage financial management support to four (4) LMs during 2018/19 FY.	100%	100%	% Compliance	Monthly Quarterly reports	100%	100%	100%	100%
	60. Percentage implementation of mSCOA and ensuring its maintainance during 2018/19 FY.	90%	100%	% Compliance	Monthly Quarterly reports	100%	100%	100%	100%

#### 4. BUDGET IMPLEMENTATION PLAN FOR 2018/19

In respect of the budget implementation component of the SDBIP, circular 13 requires a breakdown by monthly projections of revenue to be collected for each source and monthly projections of operational and capital expenditure and revenue for each vote.

##### 4.1 Monthly projections of revenue and expenditure by vote

The anticipated revenue for the 2018/19 financial year amounts to R127, 619m and the expenditure amounts to R126,892m. The table below provides a summary of the monthly projections for revenue and expenditure per vote.

##### 4.2 Monthly projections: Capital expenditure by vote

The FBDM envisages a spending of R8, 05m on the capital budget for 2018/19 financial year. The capital budget will be funded from a combination of surplus cash, grants allocations and other public contributions. This is followed by monthly projections for the 2018/19 financial year for each vote.

Vote Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<b>R thousand</b>									
Vote 1 - Executive & Council	311	30	55	195	195	115	153	–	–
Vote 2 - Budget & Treasury	936	1 953	1 862	897	897	532	17	–	–
Vote 3 - Corporate Services	739	2 968	2 356	1 149	3 112	260	4 393	1 900	–
Vote 4 - Planning & Development	45	140	56	35	35	32	28	–	–
Vote 5 - Vote 5 - Project Management & Advisory Services	94	492	2 995	7 812	9 812	5 009	3 464	–	–
<b>Total Capital Expenditure - Vote</b>	<b>2 125</b>	<b>5 582</b>	<b>7 325</b>	<b>10 087</b>	<b>14 050</b>	<b>5 947</b>	<b>8 055</b>	<b>1 900</b>	<b>–</b>

# SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2018-2019

VOTE	July			August			September			October			November			December		
	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000
<b><u>Executive &amp; Council</u></b>																		
Council	710	0	0	737	0	0	750	0	0	1 288	30	0	744	0	0	710	0	0
Municipal Manager	229	0	0	231	0	0	249	0	0	229	0	0	269	0	0	229	0	0
Committee Services & Administration	97	0	0	97	0	0	103	0	0	97	0	0	167	0	0	97	0	0
Internal Audit	350	0	0	209	0	0	225	0	0	209	0	0	456	0	0	216	6	0
Communications	182	0	0	199	0	0	172	0	0	199	0	0	248	2	0	172	0	0
Risk Unit	104	0	0	104	0	0	104	0	0	104	0	0	153	0	0	104	0	0
Political Office - Administration	268	0	0	268	0	0	268	0	0	268	0	0	420	0	0	268	0	0
Youth Unit	113	0	0	113	4	0	113	0	0	113	0	0	201	2	0	113	0	0
Legal & Compliance	76	0	0	76	0	0	76	0	0	76	0	0	120	0	0	76	0	0
<b><u>Budget &amp; Treasury</u></b>																		
Directorate	301	0	0	301	0	1 000	505	0	0	866	0	0	983	0	0	987	0	0
Finance: Revenue & Expenditure	284	0	452	284	0	39 188	284	0	452	284	0	452	441	0	39 188	284	0	452
Finance: Budget Office	435	0	0	395	0	0	395	2	0	395	0	0	566	4	0	395	0	0
Finance: Supply Chain Management	247	0	0	247	12	0	247	0	0	247	0	0	381	0	0	247	0	0
Finance: Motor Vehicle Pool	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b><u>Corporate Services</u></b>																		
Director: Administration	157	0	0	157	0	0	157	0	0	157	0	0	157	0	0	157	0	0
Information Systems	358	0	0	358	0	0	358	0	0	358	0	0	438	0	0	358	0	0
Human Resource Management	419	0	0	419	0	0	494	0	0	420	0	0	494	0	0	419	0	0
Office support Services	747	0	0	747	15	0	747	534	0	747	0	0	747	17	0	747	10	0
Environmental Health	559	0	0	559	0	0	559	0	0	559	0	0	829	0	0	559	0	0
Firefighting & Disaster Management	622	2	0	622	0	0	622	63	0	622	0	0	861	0	0	622	0	0
<b><u>Planning &amp; Development</u></b>																		
Directorate: Planning	136	0	0	136	4	0	136	0	0	136	0	0	151	0	0	136	0	0
Local Economic Development	431	0	0	431	0	0	431	0	0	431	0	0	1 392	0	0	431	0	0
GIS Management	133	0	0	429	0	0	366	9	0	294	15	0	353	0	0	319	0	0
Spacial Planning	199	0	0	133	0	0	133	0	0	133	0	0	198	0	0	133	0	0
Tourism	294	0	0	199	0	0	199	0	0	199	0	0	436	0	0	199	0	0
IDP Management	170	0	0	81	0	0	170	0	0	81	0	0	119	0	0	81	0	0
<b><u>Project Management &amp; Advisory Services</u></b>																		
Directorate: Infrastructure Development	149	0	2 521	149	1 500	0	149	1 500	0	149	460	371	149	0	0	149	0	0
Project Management Services	1 172	0	0	1 172	0	0	1 181	0	0	1 172	0	0	1 366	0	0	1 172	0	0
Maintenance of Roads	82	0	82	82	0	82	82	0	82	82	0	82	82	0	82	82	0	82
Housing	333	0	0	333	0	0	333	0	0	333	0	0	553	0	0	333	0	0
<b>Total by Vote</b>	<b>9 354</b>	<b>2</b>	<b>3 055</b>	<b>9 265</b>	<b>1 534</b>	<b>40 270</b>	<b>9 607</b>	<b>2 108</b>	<b>534</b>	<b>10 246</b>	<b>505</b>	<b>905</b>	<b>13 472</b>	<b>24</b>	<b>39 270</b>	<b>9 793</b>	<b>16</b>	<b>534</b>

# SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2018-2019

VOTE	January			February			March			April			May			June			Total		
	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000
<b><u>Vote1: Executive &amp; Council</u></b>																					
Council	710	70	0	813	0	0	713	0	0	1 460	0	0	710	0	0	750	0	0	10 097	100	0
Municipal Manager	249	0	0	229	0	0	349	0	0	249	0	0	229	0	0	286	0	0	3 030	0	0
Committee Services & Administration	97	0	0	109	0	0	105	0	0	97	0	0	97	0	0	99	0	0	1 259	0	0
Internal Audit	209	0	0	350	0	0	209	0	0	209	0	0	314	0	0	434	0	0	3 392	6	0
Communications	172	0	0	199	0	0	220	0	0	172	0	0	175	0	0	201	0	0	2 314	2	0
Risk Unit	104	0	0	104	0	0	104	0	0	104	0	0	104	0	0	104	0	0	1 293	0	0
Political Office - Administration	268	0	0	268	0	0	268	0	0	268	0	0	268	40	0	268	0	0	3 368	40	0
Youth Unit	113	0	0	407	0	0	113	0	0	113	0	0	119	0	0	171	0	0	1 800	5	0
Legal & Compliance	76	0	0	76	0	0	76	0	0	76	0	0	76	0	0	76	0	0	953	0	0
<b><u>Vote2 - Budget &amp; Treasury</u></b>																					
Directorate	851	0	0	301	0	0	481	0	0	326	0	0	425	0	0	459	0	0	6 787	0	1 000
Finance: Revenue & Expenditure	284	0	452	284	0	452	292	0	452	284	0	39 188	284	0	452	284	0	452	3 572	0	121 632
Finance: Budget Office	466	0	0	395	0	0	395	0	0	395	0	0	395	0	0	3 197	0	0	7 821	5	0
Finance: Supply Chain Management	247	0	0	247	0	0	247	0	0	247	0	0	247	0	0	247	0	0	3 095	12	0
Finance: Motor Vehicle Pool	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b><u>Vote3: Corporate Services</u></b>																					
Director: Administration	157	0	0	157	0	0	157	0	0	157	0	0	157	0	0	156	0	0	1 880	0	0
Information Systems	358	0	0	358	0	0	358	0	0	358	0	0	358	950	0	357	0	0	4 372	950	0
Human Resource Management	419	0	0	419	0	0	844	0	0	419	0	0	495	0	0	423	0	0	5 680	0	0
Office support Services	747	0	0	747	48	0	947	0	0	747	0	0	747	0	0	1 046	0	0	9 462	624	0
Environmental Health	559	0	0	859	0	0	559	735	0	559	52	0	559	0	0	559	0	0	7 280	787	0
Vote: Firefighting & Disaster Management	622	0	0	622	0	368	847	63	0	622	1 900	0	847	0	0	622	0	0	8 149	2 028	368
<b><u>Vote4: Planning &amp; Development</u></b>																					
Directorate: Planning	136	0	0	136	0	0	136	0	0	136	0	0	136	0	0	281	0	0	1 790	4	0
Local Economic Development	431	0	0	1 136	0	0	1 136	0	0	1 566	0	0	431	0	0	430	0	0	8 675	0	0
GIS Management	294	0	0	495	0	0	354	0	0	294	0	0	294	0	0	293	0	0	3 547	0	0
Spacial Planning	133	0	0	133	0	0	273	0	0	273	0	0	133	0	0	273	0	0	1 922	0	0
Tourism	199	0	0	320	0	0	320	0	0	320	0	0	199	0	0	279	0	0	3 530	24	0
IDP Management	170	0	0	81	0	0	81	0	0	81	0	0	170	0	0	81	0	0	1 594	0	0
<b><u>Vote5: Project Management &amp; Advisory Services</u></b>																					
Directorate: Infrastructure Development	149	0	371	149	0	0	229	0	0	149	4	371	149	0	0	181	0	0	1 896	3 464	3 634
Project Management Services	1 172	0	0	1 172	0	0	1 172	0	0	1 172	0	0	1 172	0	0	1 181	0	0	14 280	0	0
Maintenance of Roads	82	0	82	82	0	82	82	0	82	82	0	82	82	0	82	82	0	82	985	0	985
Housing	333	0	0	333	0	0	333	0	0	333	0	0	333	0	0	333	0	0	4 219	0	0
<b>Total by Vote</b>	<b>9 805</b>	<b>70</b>	<b>905</b>	<b>10 979</b>	<b>48</b>	<b>902</b>	<b>11 398</b>	<b>798</b>	<b>534</b>	<b>11 266</b>	<b>1 955</b>	<b>39 641</b>	<b>9 703</b>	<b>990</b>	<b>534</b>	<b>13 154</b>	<b>0</b>	<b>534</b>	<b>128 042</b>	<b>8 050</b>	<b>127 619</b>

## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2018-2019

### 4.3 Monthly projections: Revenue by source

	July R 000	August R 000	September R 000	October R 000	November R 000	December R 000	January R 000	February R 000	March R 000	April R 000	May R 000	June R 000	Total R 000
Grants	2 529	39 745	8	379	38 745	8	379	376	8	39 116	8	8	121 311
Interest earned - external investments	400	400	400	400	400	400	400	400	400	400	400	400	4 805
Other	42	42	42	42	42	42	42	42	42	42	42	42	500
Rental of facilities and equipment	84	84	84	84	84	84	84	84	84	84	84	84	1 003
<b>Total Revenue by Source</b>	<b>3 055</b>	<b>40 270</b>	<b>534</b>	<b>905</b>	<b>39 270</b>	<b>534</b>	<b>905</b>	<b>902</b>	<b>534</b>	<b>39 641</b>	<b>534</b>	<b>534</b>	<b>127 619</b>

## 5. CONCLUSION

The SDBIP is a significant intervention tool in the strengthening of democratic governance in the local sphere of government. The SDBIP prescribes that the FBDM's annual targets be provided in order to assist with implementation and monitoring. Regular reviews would compare targets with actual outcomes and revise future targets as necessary.

The SDBIP monitoring of actual revenue targets and spending against the budget will be reported monthly in terms of section 71 of the MFMA. In terms of section 71 of the MFMA, the accounting officer must not later than ten days after the last working day of each month, submit to the Executive Mayor and the relevant provincial treasury a statement on the state of the municipalities' budget, reflecting the following:

- Actual revenue, per revenue source;
  - Actual borrowings;
  - Actual expenditure, per vote;
  - Actual capital expenditure, per vote;
  - The amount of any allocations received;
- And explanation of:

- Any material variances from what the municipality have projected on revenue by source, and from the municipality's expenditure projections per vote;
- Any material variances from the service delivery and budget implementation plan and;
- Any remedial or corrective steps taken or to be taken to ensure that projected revenue and expenditure remain within the municipality's approved budget.

## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2018-2019

The SDBIP therefore provides an excellent basis for the councilors of the FBDM to monitor the implementation of service delivery programmes and initiatives across the district. The score card in the SDBIP presents a clear mandate to councilors in terms of playing their oversight function. Regular reports are presented to the section 79 committees in terms of the commitments made in the departmental/unit operational plans.

Administratively, the SDBIP facilitates proper monitoring of performance by senior management and the municipal manager against set targets. The municipal manager's commitments as indicated in the score card will enable the Executive Mayor and the Mayoral Committee to monitor the progress of FBDM in terms of implementing programmes and initiatives in the district. Similarly, the municipal manager is being provided with a tool to ensure accountability for all the key performance indicators in the score card of the municipality.

**SUBMITTED BY:**

**DATE:** \_\_\_\_\_

\_\_\_\_\_  
***Municipal Manager***

**APPROVED BY:**

**DATE:** \_\_\_\_\_

\_\_\_\_\_  
***Executive Mayor***